

**AN INVESTIGATION INTO TALENT MANAGEMENT IN THE IRISH RETAIL
SECTOR: A CASE STUDY OF TESCO, ALDI AND SUPER VALU**

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Submitted in partial fulfilment of the requirement for the award of Master of Arts (MA) in
Human Resources Management at National College of Ireland Submitted to the National College
of Ireland,

ABSTRACT

This research investigates talent management amongst Irish retail stores with focus on Tesco, Aldi and SuperValu. The research intends to gain insights on talent management and its effectiveness on enhancing employee productivity amongst the retail giants. Talent management involves the process of developing human resource or human talent base of an organisation therefore ensuring that they were properly placed and effective. The essence of talent management is the proper coordination of employees, thus enhancing their performance and productivity. This research thus investigates three basic strategies of talent management amongst the retail firms, these include recruitment and selection, training and development and succession planning. The essence was to understand if these strategies were implemented amongst these Irish firms and further understand their benefits. The research adopts the quantitative methodology which collects primary data through the distribution of surveys. surveys were shared through Google forms to a cross-section of employees of Tesco, Aldi and SuperValu. 150 respondents filled the survey and analysis was made through SPSS. The research finds that talent management strategies were effectively operated in these retail firms. Recruitment and selection, training and development and succession planning were properly implemented and sustained. The research also discovered that recruitment and selection was essential in ensuring that the right people with specific talents and skills for the right positions were employed. Training and development ensured that employees always upgraded their talents and skills to meet up with external and internal business environment. And succession planning ensured that employees were trained for leadership positions and leaders were chosen from existing pool of employees. Based on these findings the research recommends talent management strategies to enhance the overall productivity of employees.

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Acknowledgements.

I would like to give gratitude to God Almighty for his help and strength throughout my master's degree program, I would also like to thank my supervisor, Dr. Kesiena Ebenade for her guidance, corrections, and time in writing this dissertation. I truly appreciate the guidance.

I would also like to say a big thank you all the participants who volunteered and generously took time out to take part in the survey, without their help this would not have been possible.

I would also like to thank my biological family, my CCI family for their prayers and admonishment. Lastly, I would also like to thank my friends for their support and encouragement along the way. Without them I would not have been able to complete my studies.

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LIST OF ABBREVIATIONS AND ACRONYMS

HRM	-	Human Resource Management
TM	-	Talent Management
SP	-	Succession Planning
R&S	-	Recruitment and Selection
RS	-	Reward System
SPSS	-	Statistical Package for Social Science
TR	-	Total Rewards
USA	-	United States of America
UK	-	United Kingdom
SD	-	Standard Deviation

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1. Introduction

This research work explores the strategies of talent management adopted in the retail industry focusing on Tesco, Aldi and Super Valu. This is motivated by the need to empirically understand how retail players use talent management as a competitive advantage further improving on business performance. Talent management is an important factor in industries; talent has never been scarce in the market (Panday and Kaur, 2022), several employees i.e., technicians, marketers, accountants etc. display diverse talents, however the presence of talent in an organisation does not signify or ensure business performance i.e., talent itself was not a determining factor for increased profits (Niu et al, 2021). Talents therefore needed to be management, thus organisations had to ensure the properly manage their talents for organisational success (Berger and Berger, 2019).

Talent management aims at developing human resource or human talent base of an organisation, therefore ensuring that talented individuals are given important roles in an organization (Blass, 2019). Also, talent management is strategic in nature, as it emphasizes the development of capabilities and capacities of employees to enable them to meet the future needs and objectives of a business (Berger and Berger, 2019). Significantly therefore talent management focuses on developing an effective employee base for the appropriate utilisation of talent pool of organisations (Brant et al, 2018). Further ensuring the recurrent supply of talents to aggregate long/short term objectives of an organization.

Given the importance of TM, it was essential that its processes and procedures be studied. Three basic procedures of TM have been identified i.e., recruitment and selection, training and development, succession planning (Brant et al, 2018). Recruitment and selection involve the identifying job needs, defining specific requirements, advertising for the position, and choosing the most qualified and appropriate individual to fill the position. Recruitment and selection, therefore, entails the process of selecting talents for the organisation (Berger and Berger, 2019). Recruitment and selection is the first step to effective TM, as without choosing the right talents, there will be no management in the first place, furthermore without selecting the right candidates

for the organisation, effectively developing such candidates to meet organisational requirements and objectives will be difficult (Niue et al, 2021)

The second step was training and development. After recruiting and selecting the specific talent or employee, it was essential to train such employees. Training and development, thus entails the inculcating of specific skills and knowledge to employees for optimum performance (Blass, 2019). It was necessary for talents to be trained and developed, as without the two-employee become dormant and recessed (Brant et al, 2018). Also, given the rapidly changing business environment employees needed to be up to date with current business and market practices (Cheese et al, 2020). In total, it was not sufficient for businesses to recruit the right talent, training and development of such talent was necessary as talents left undeveloped were unproductive and detrimental to the organisation.

The final process of TM was succession planning. Succession planning was the process of passing down leadership roles and functions to employees, it ensured the smooth operations of business without interruptions. Succession planning was part of developing talents, as employees that displayed promising potentials were picked and groomed to fill in leadership positions (Cheese et al, 2020). Succession planning was a significant strategy to replace or pass leadership roles to upcoming employees.

The three processes were essential for TM, organisations implementing these strategies as part of TM successfully developed their talent base and met their business goals and objectives. Studies as Heffernan et al (2007); Collings et al (2015); Collings et al, (2011), have revealed that talent management was potently adopted in the Irish retail sector, however these studies did not consider the importance of these three processes to the overall TM process or organisational performance. Based on this background, this research focuses on exploring the strategies for TM amongst Irish firms focusing on Tesco, ALDI and Super Valu.

1.2. Organisational Background

1.2.1. Tesco

Tesco is a multinational grocery and retail firm with headquarters in Welwyn, Garden city. The company has a reputation of being the third largest grocery firm in the world based on gross

revenues. The company also has a large employee base, 367,321 worldwide and 15000 in Ireland (Tesco, 2022). Tesco Ireland is a subsidiary of the Tesco group; it was formed in 1997, via the purchase of the Irish retailing operations of power supermarkets. At 2018, Tesco had 152 stores operating in Ireland. In 2019 it has a market share of 21.2% in the Irish grocery market (Pulker et al, 2018).

1.2.2.Aldi Stores

ALDI store is a a multinational grocery store with 10000 stores in 20 countries with headquarters in Germany. The firm has a large employee base with over 12,000 employees (ALDI, 2022).it also provides grocery products in Irish, Aldi supports elaborate corporate social responsibilities that is driven by 5 basic principles i.e. customers, suppliers, environment, people and community, its corporate social responsibility ensures that customers buy what is environmentally friendly. It collaborates with suppliers to provide fresh and sustainable foods further limiting waste (Pulker et al, 2018).

1.2.3.SuperValu Inc.

SuperValu is part of the largest grocery and food distributor, the Musgrave Group, with a commendable turnover of £ 23 million annually (Musgrave, 2022). SuperValu also has a total employee base of 14500 in Ireland (Musgrave, 2022). It was founded in 1979. SuperValu has served Irish people for over 30 years and has become a well-established landmark across Ireland. This reputation has been succeeded through their fresh food quality, strong value offering, consistent support of local producers and expert customer service across all stores. SuperValu has 223 stores across Ireland (SuperValu 2018). SuperValu enjoys economies of scale when dealing with the well-known national food firms like Kraft Foods, General Mills, Kellogg's, the beer manufacturers, meat suppliers, produce suppliers and dairy suppliers, as well as the health and beauty product suppliers, by purchasing in bulk and then distributing the goods by Direct Store Delivery from its distribution centers, which are located nationwide (Directory Archived, 2012).

The large employee base of these stores provides a vast area of academic research. Previous studies conducted on TM amongst these organisations have not critically discussed recruitment and

selection, training and development and succession planning, therefore significant questions as “how these processes were carried out? Their benefits and challenges” have been unexplored by previous research. This study therefore seeks to consider these factors as part of TM, thus empirically understanding their importance and effectiveness as part of the TM process within the Irish retail sector.

1.3. Statement of the Research Problem

TM was a significant factor for organisational success, as without proper and effective TM, organisations risks having an underperforming and underutilized staff base 90. Despite the importance of TM, contemporary analysis reveals that after the COVID-19, organisations were struggling with how to manage talents effectively. Aliisa (2021), notes that COVID-19 brought new business operations models which transcend into the post-COVID-19 era. For instance, remote work was an essential strategy with companies adopted during the COVID-19, however in the post-COVID 19, 56% of companies still maintain remote work. Remote work also brought its associated challenges especially in training and development and succession planning. Carrying T&D remotely was difficult, records revealed that T&D carried out remotely cost 10% than carrying out traditional T&D, also succession planning was difficult as employees were easily distracted from work while working from home (Boiral et al, 2021).

Also, the COVID-19 brought about the layoff of staff, signifying a reduction in the talent base of a company. Post-COVID-19 era however saw an increased employment of staff, this creates the difficulty of recruiting and selecting staff as well as developing such staff to meet former job roles (Aliisa, 2021). Employees in the Post-COVID-19 era were more skeptical about jobs and also prone to unethical acts, due to their experiences of abrupt termination of jobs during the COVID-19 era, employees were less loyal to organisations as there is a strong perception that their jobs were not secure and was subject to environmental factors (Boiral et al, 2021). Companies in the post-COVID-19 era therefore have significant work to do in developing their talent base. Companies needed to do more work especially in recruiting and developing the right talent. Thus, this research aims to investigate how Tesco, ALDI and SuperValu, manages its talent base for productivity, given the challenges of the post-COVID-19 era.

1.4. Research questions

The following are the research questions:

- i. Does recruitment and selection influence an effective talent base in Tesco, ALDI and SuperValu?
- ii. What are the cost and implications of training and development on employees in Tesco, ALDI and SuperValu?
- iii. How effective is succession planning in maintaining a vibrant pool of leadership talents in Tesco ALDI and SuperValu?

1.5. Research Aim and Objectives.

The aim of this research is to explore the strategies of TM in Irish retail industry by focusing on Tesco, ALDI and SuperValu. The following are the aims of the research

- i. **To critically investigate if recruitment and selection influenced an effective talent base in Tesco, ALDI and SuperValu:** Recruitment and selection are essential processes in TM, as they lead to selection of the best employees, however, recruiting and selecting the best candidates after the outcomes of the COVID-19 is challenging, this objective seeks to discover how these firms recruit and select the best employees.
- ii. **To critically discover the cost and implications of training and development on employees in Tesco, ALDI and SuperValu:** Post-COVID-19 business practices as remote working creates significant cost and implications for firms and employees. High cost of training, distractions, burnout were challenges of remote working that influenced TM in post-COVID-19 era, this objective seeks to discover how Tesco, ALDI and SuperValu manages these threats to ensure an effective talent base.
- iii. **To critically examine the effectiveness of succession planning in maintaining a vibrant pool of leadership talents in Tesco, ALDI and SuperValu:** this objective seeks to investigate the importance of successive planning in Tesco, ALDI and SuperValu in maintaining talents of leadership.

1.6. Research Hypothesis

- i. Ho= there is no link between recruitment and selection and talent management in Tesco, ALDI and SuperValu
- ii. Ho= there is no link between training and development and talent management in Tesco, ALDI and SuperValu
- iii. Ho= there is no link between succession planning and talent development in talent management in Tesco, ALDI and SuperValu

1.7. Significance of the Study

TM was an important factor in organisations as it ensured the effectiveness, productivity, and performance of employees. A study on TM therefore is a study on improving the effectiveness, productivity, and performance of employees. Therefore, the importance of this research is in its empirical assessment of strategies for TM within Irish retail study, therefore discovering strategies which TM can be improved. Gaps in the literature, especially as previous studies did not assess recruitment and selection, T&D and successive planning within the Irish retail sectors, therefore buttresses the need for this research. The research critically explores these factors and how they are utilized for effective TM within the Irish retail sector. The study also provides evidence-based recommendations for drafting strategies, models, and processes of TM. The knowledge contained in this research in turn identifies as a point of reference for future studies on TM.

1.8. Research Structure.

Chapter One: This chapter contains the background of the study; thus, the chapter discusses the main elements of the research. This research evaluates talent management in Tesco, Aldi, and Supervalu. This is motivated by the need to empirically authenticate the significance of the talent management in the activities of these firms. Other essential components include introduction, statement of the problem, research questions, research objectives, significance of the study

Chapter Two: Chapter two will consist of the literature review, which will critically explore, interrogate, and criticise scholarly documents in line with the research objectives. The literature review will be targeted at conceptually and contextually exploring existing studies, thus putting the research objectives in view, and drawing a conceptual framework for the study. Thus,

significant headings of chapter two will include: Conceptual Reviews: Concepts of talent management and organisational performance, Theoretical Reviews: Here theories associated with talent management will be analysed and discussed, theories such as human development theory. These theories will be explained in line with the research and discussed in line with its relevance, Empirical Review: Here empirical studies, their methodologies and results will be interrogated and discussed. This will further be essential in choosing the appropriate methodology for this research.

Chapter Three: This chapter contains the research methodology which involves the framework adopted for data collection and analysis. Thus, the chapter will be structured based on: .Introduction, Type of research and philosophical underpinnings, Research design, The Methods, The instruments, the justification, Sampling strategy adequate justification will be made regarding the chosen population, the selected sample chosen, the shortcomings of the sampling technique and procedure adopted to address it, The steps to be taken in carrying out the research - Data collection, Reliability and validity (how you will best ensure this in your research, Ethical considerations and Limitations.

Chapter Four: This chapter will consist of the data analysis and presentation, this will be done based on questionnaires collected from employees across these firms in the Irish retail sector and this would be divided into: demographics of respondents, respondents' opinion about the impact of talent management in their organization and test of hypothesis.

Chapter Five: This is the concluding chapter where major findings of the research will be revisited; thus, the chapter will provide comprehensive summary of the research linking the objectives to the methodology, objectives, and the research findings. This chapter will also discuss the contribution of the research further making recommendations for practice and further research. The sub discussions would be as follows: summary of the research findings, implications of the research findings, contribution of the study, limitations of the study, recommendations for practice, recommendations for future research, overall conclusion

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter contains the literature review which is the critical review of existing text based on the research variables, concepts, and objectives. This research studies strategies for talent management in Tesco, Aldi, and Supervalu, thus the literature review is targeted at addressing existing text that discuss issues relating talent management within these stores. The section contains a discussion of the concept of talent management. Strategies for talent management (recruitment and selection, training and development and succession planning) Talent management in Tesco, Aldi and Supervalu, theoretical reviews, and conceptual framework

2.2. Concept of Talent Management

In the business world today, the strategic resources considered for meeting organisational or institutional demands to increase competitiveness are talents (Kasemsap, 2017). Prior to reviewing talent management describing the concept talent becomes necessary (Mohammed et al, 2017; Al Haidari, 2015). Naim et al. (2017) explains that talent involves all skills and resources amongst the human resource element of an organisation which makes them high achievers and enhances their significant contribution to the organisation. This implies that a talent was a key resource which ensured that organisations progressed and grew (Ariss et al, 2014). With such ideas about talent, it therefore became necessary for resources to be effectively harnessed and directed towards greater purpose and utility (Al-Qeed et al, 2018). The concept of Talent management becomes important. Aljunaibi (2014) notes that rather than defining talent management, it was more acceptable to understand the process, as talent management was more a process than a concept. Talent management therefore entails the process which the human resource elements are positioned for greater effectiveness and efficiency (Dahshan et al, 2018). This underscores the fact that without effectiveness of resources an organisation may not achieve its objectives. Talent management is therefore a strategic means were resources and skills were harnessed, developed and channeled towards achieving the right purposes for the organisation.

Talent management (TM) is considered as an entire cycle i.e., effecting all aspects of the employee life, therefore it was supposed to be continuously maintained within an organisation, Kamel, (2019) note that TM was not just allowing the best employee or candidate fill a particular role, but the entire process which allows an employee to be useful, adjust and be readjusted into the organisational system. This corresponds to the findings of a study amongst consulting firms. Mohammed (2016), notes that consulting firms carried out TM to ensure that employees were consistently updated with the goals and objectives of the organisation as well as the necessary skills needed to achieve these goals. This further corresponds with Naim et al (2017), argument that TM was not just recruiting the best candidate but to ensure that the candidate always possesses the necessary skill which were relevant to the organisation.

Nevertheless, the above necessity of TM has been criticised by Noe and Kodwani (2018); Pradhan and Jena, (2017), who note that TM was a new concept in the business field thus lacked consistent argument and theoretical underpinning, what majority of scholars considered as TM was human resource management (HRM). It was undisputed that the two concepts contained similarities as Rabbi et al (2015); Mohammed (2016) note that both involved the development of the human resource element of the organisation. However, Pradhan and Jena (2017), explicitly note that TM and HRM were significantly different, the former concerned everything involving humans in the organisation which starts from when an employee is recruited to when he/she retires. The latter is the purposeful act of nurturing, developing, and retaining specific skills in an organisation. Therefore, it is deducible that TM was part of HRM.

Since, TM had to do with nurturing, developing, and retaining specific skills in an organisation, it therefore implied that specific processes and procedures were involved in TM. Kamel (2019), note that it was difficult to have a definite meaning of TM as it includes several processes such as 'Talent Strategic', 'Succession Management' and 'Human Resource Planning, which are often used interchangeably. From the reviewed literature it appears that TM contained three major processes which include recruitment and selection, training and development and succession planning. These processes are discussed in the subsequent sections.

2.2.1. Strategies for Recruitment and Selection

a. Recruitment and Selection (R&S)

R&S inarguably may mean the same thing and are used together especially during the employment process. Ariss et al (2014), note that the two practices were essential to choosing the right candidate for the job. However, there was a difference between the concepts, recruitment entailed the process of finding candidates, identifying vacancies and encourage them to put in their applications for jobs within the organisation. Selection then entails a series of steps by which applicants are screened to select the best fit people for vacancies (Oaya et al. 2017). Selection is the process were screened and worthy candidates are chosen to fill in vacant positions.

While most scholarly attention is not given to the actual process of R&S, it appears that majority of the write-ups concerning R&S rather focus on its role within the organisation. Al-Qeed et al, (2018) note that R&S are core human resource planning activities and are a vital part or section in organisation's total strategic plan. This implies that organisations at the first instance must recognise their needs and understand the talent needed. This can be helpful for organisations to make up the strategies and technique that can support successful recruitment and selecting process. Good R&S has effect on improved organisations outcomes (Armstrong and Taylor, 2014). This further implies that R&S was part of TM was it had an end goal of gaining the right candidates to enhance the organisations success through achieving organisational goals. **The figure below shows the reasons why organisations do not achieve their goals, 45% was due to a dearth of talented employees.** Correspondingly, Dahshan et al (2018) note that dearth of talent employees starts from the R&S process as a well drafted R&S process will ensure that “square pegs where in square holes and not round holes”. Also, the process of R&S favoured the choosing of a group of the best eligible candidate thus ‘it is an attempt to strike a happy balance between what the applicant can and wants to do and what the organisation requires’. R&S was therefore important for three main reasons: performance, costs and legal obligations (Florae, 2014).

Figure 2. 1. Why Organisational Goals are not achieved



Source: Adapted from Ouzer (2019)

R&S was therefore the first step towards TM, as it ensured that the best candidates were chosen for the organisation. Suitable candidates with the right talents were easily managed. Dessler (2015), notes that it cost more for organisations to inculcate the right talent into employees than to develop an already existing talent base. Thus, R&S aids the TM process by ensuring that employee's personal qualifications met with current job roles and skills employee possessed where suitable for their current jobs. Mohammed et al (2017) also note that for managers to ease the process of TM there was a need to ensure that best practices were integrated to R&S, therefore considering the talent base of an employee before recruiting or selecting such employee. Other best practices of recruitment and selection include making sure candidates are welcomed to the company's culture by drafting a strong employer branding strategy; staying up to date with candidates' information; ensuring privacy and security for candidates at any given time; leverage

on social media platforms; Optimise the recruitment funnel for every step of the recruitment and selection process (Kamel, 2019).

From the preceding sections, it appears that literature supports R&S to be part of TM. R&S thus involved the process of choosing the most suitable candidates for a job position within an organisation. R&S generally ensured that there was a strong and sufficient pool of talents at the workplace (Aljunaibi, 2014; Al Haidari, 2015)

b. Training and Development (T&D)

Training and development are a continuous process of skill enhancement, knowledge acquisition, concept clarification and attitude change through structured and planned education, whereby the productivity and performance of staff can be improved (Dahshan et al, 2018). The focus is on improving the performance of individuals as well as groups through an appropriate system within the organisation that focuses on the skills and contextual methodology needed to achieve goals. Adequate and effective employee training helps develop their skills and knowledge, which ultimately helps the organisation improve productivity leading to overall growth (Mohammed et al, 2017).

It was not sufficient to recruit and select the best candidates, it was likewise important that the talents of these candidates were consistently developed to meet internal and external factors affecting the business environment. T&D was relevant to TM because it ensured that management knew the present state of employees and sought to build on such talents (Himabindu and Amarnath, 2016). According to (Shilpa and Nitya, 2017) through T&D, existing employees can learn new information, new methodologies, and refresh their existing knowledge and skills. Therefore, there is a lot of improvement and further increase in work efficiency. The motivation behind the T&D is to create an impact that lasts beyond completing the process itself and keeping employees updated on the new phenomenon. T&D is thus essential to TM as it ensures that the talents within the organisation was consistently developed (Shilpa and Nitya, 2017).

The importance of T&D to TM cannot therefore be over emphasise, for the organisations to continue to improve, it is important for the organisation to have ongoing training and development programs for their employees (Mohammed et al, 2017). The competition and business environment are always changing, so it is essential to constantly learn and acquire new skills. Improving and

learning new skills in order to fit in the business environment what has become competitive, and which keep changing, some of the importance of training and development include; maximum utilisation of resources; performance, productivity and motivation is increase; effective skill development in areas such as management of time, team management and leadership role; the organisational culture is improved upon, improve quality and increased profitability (Kamel, 2019). A more harmonised importance of T&D is contained in the figure below:

Figure 2. 2. Benefits of T&D



Source: adapted from Kamel, 2019

T&D was therefore essential to organisations, it was thus necessary for managers to adopt the best practices for T&D which include; changing the traditional way of training with micro learning; incorporate spaced repetition to improve knowledge retention; administrative quizzes to reinforce learning; Motivate learners through friendly competition and Recognition of employee achievements; Stimulating learning with pictures; Enable peer-to-peer learning to make training interactive and Make learning convenient with mobile learning

In conclusion, this section highlighted what T&D connotes and its impact on TM. T&D has become a major educational endeavor over the past three decades. This increase is tied to the need

in the workplace for employees at all levels to improve their performance in their current jobs to gain the skills and knowledge to take on new jobs and pursue career growth in an ever-changing world of work. This emphasis is not in vain, as it is increasingly clear that no human enterprise can be successful without human resource development professionals with the appropriate qualifications and knowledge (Goldstein et al. and Ford, 2002). Furthermore, leveraging T&D best practices is key to building teams into a high-performing workforce. It can help in increasing employee engagement, improve knowledge retention, and further achieving organisations goals, which are all goals of TM

c. Succession Planning (SP)

While R&S ensured that there was enough talent pool in the organisation, T&D ensured that these talents were consistently developed further keeping up to organisational internal and external needs. SP on the other hand was a higher level of TM as it ensured that an essential part of organisational goals was achieved from within the organisation. SP was the process which ensured that good and competent leaders were grown from within the existing pool of talents in an organisation, rather than hiring them. Adewale et al (2011), note that it was essential that leaders were sourced from the organisation as they had better information about the organisations policies, processes and objectives. This implies that SP was the systematic process which “talented employees” in an organisation were developed to fill in existing leadership roles (Ufodiana and Ekwoaba, 2015). It was part of the process that ensured the sustainance of leadership within an organisation (Karthikvel and Samydoos, 2019). Leaders were essential in the overall performance of the organisation, leaders were needed to organise, direct, coordinate, plan, supervise and make relevant decisions for the organisation (Ahmadi et al, 2012). As figure 1 shows, lack of credible leadership (inexperienced project manager) was responsible for 22% of lack of goal achievement. SP therefore was essential in meeting the leadership needs of an organisation by ensuring that leadership was never lacking in an organisation.

SP was essential to the TM process as it ensured that the best talent was chosen and groomed to become leaders of the organisation. Ufodiana and Ekwoaba (2015), note in a research that the absence of SP negatively impacted the performance of organisations, as key positions were not occupied, external candidates occupied key positions which was detrimental to the organisation, higher turnovers were experienced due to disgruntled talents, and significant failure in

organisational strategy as replacements for key positions were not ready and lacked the necessary skills to fill in sensitive leadership positions (Ahmadi et al, 2012). Given such it was important for SP to be considered amongst organisation, as with SP the most talented employees were chosen to fill in leadership positions.

From the literature reviewed above, there appears to be a consensus that SP was essential for retaining talents in an organisation, further ensuring that such talents filled in the key and sensitive leadership position. In a newer perspective, Ufodiana and Ekwoaba (2015), note that SP was not only necessary for retaining talents or ensuring that talents filled leadership position but also was a means for motivating talents. Karthikvel and Samydoss (2019), reveal that there was a significant link between SP and employee motivation, motivation was the internal zeal employees had to perform or be productive, motivation was mainly attained through rewards i.e intrinsic and extrinsic rewards. SP was an intrinsic reward i.e giving employees who have proven their usefulness and value to the organisation a chance to fill in leadership positions. This creates a sense of value from the employees who consider that the company appreciates his/her talents and role in the organisation (Ahmadi et al, 2012). This further instills loyalty and commitment to the organisation. SP therefore is ensuring that all talents had the ability to learn and develop leadership qualities and further fill in such leadership positions. Employees with good leadership talents were products of learning and development process as governed by SP. Also learning and development enhanced performance.

2.3. Talent Management and Employee Performance

From the above review of the elements of TM, it was certain that TM whether operating through R&S, T&D or S&P was essential in employee performance. TM signified the logic of identifying, attracting, committing, developing, retaining, and deploying high-potential people who demonstrate thoroughness added value to an organisation (Ariss et al, 2014). TM ensured the right position at the right time, in the right position for the right candidates to achieve the best possible results and stay committed to achieving the organisation's goals (Al-Qeed et al, 2018). However, talent management is specific to the organisation, but the focus is on developing and optimising high potential or talents of individuals in the organization is improved faster than ever competing capability. It therefore implied that without TM the best resources for an organisation will not be

sourced, developed, and managed this can reduce the performance of employees, as TM itself enabled the development of a strong and vibrant pool of employees (Al Haidari, 2015).

A performing employee based was an extra advantage to organisation, thus Dahshan et al (2018), note that with the right talent, employees become an essential resource for organisations to achieve competitive advantage. Effective TM esteemed talented employees for the organisation. When employees began to be an integral part of the organisation, adding value to the organisation and sticking together to the organisation; TM ensured that employees stay professional in their company practice, through possessing the necessary skills, experience, and integrity for organisational success (Al Haidari, 2015).

TM plays an important role in the growth of the organisation, especially the development of its employees. It includes the process of planning, employee recruitment, employee development, employee management and compensation (Dessler, 2015). Aljunabi (2014) added that TM is indicated by several factors such as talent development, talent recognition culture, policy and leadership support. TM further enhanced employee performance by making employees more engaged to all the company's process, such as in the company's decision-making and problem-solving processes. Furthermore, employee involvement can also enhance a sense of ownership and responsibility for decisions by involving employees who are in direct contact with the job (Tjiptono & Diana, 2003). Among several factors, TM is one of the important aspects that the organisation must consider implementing, therefore TM is tied to employee performance.

Other literature as Adewale et al (2011); Kasemsap (2017), note that employee performance is enhanced by TM based on the several processes that constitute TM. Since TM is basically a series of processes that an organisation takes to identify, train, retain, and deploy the right people in the right places. TM policies can impact work engagement and improve performance. This is because with effective TM, employees became more committed, loyal and dedicated to achieving organisational goals. Naim et al (2017), note that by developing employees, employees had the necessary skills and competence to achieve organisational goals and objectives. In addition, Mohammed (2016), states that TM through creating a strong a work force increased organisational performance, this is because TM was a sort of business strategy that has the potential to improve the performance of the organisation. In other words, an organisation has a competitive advantage

over its competitors if the worker or employee has certain skills that are difficult for others to match. This implied that TM gave employees extra skills which could be leveraged to overshadow all forms of competition.

Dahshan et al (2018), research on hospitals discovered that TM influenced organisational performance through increasing the level of employee participation in the organisational process. By actively developing employees and talents, employees acquired necessary skills to participate more in the organisation. Skills such as emotional intelligence, intellectual capacity, technical knowledge, deductive and inductive reasoning were necessary skills for employee performance which could be integrated to the organisation via TM.

Since TM was a process, it integrated every other process within an organisation, TM incorporates all activities such as attracting talent, developing talents, finding worthy successors for leadership. Businesses today are faced with the challenge of selecting and retaining talent in a timely manner. According to Wayne (2017), the definition of talent management is total management from attracting talent, to promoting and finally finding a successor after they retire. Thus, TM consisted of the entire process at ensuring that employees were performing optimally. TM also was essential in identifying the gap between on-site talent and what is needed to run a successful business is included in this process. Above all, the bottom line of making sure the right people are in the right jobs is part of talent management. Recognising talent in a company means developing them and then conduct talent development activities to retain employees.

According to Wright (2015), it is said that TM is an institutional mindset that targeted to business goals, to ensure there is the right amount of talent available to find the right one people in the right place at the right time. It has been revealed that in the recruitment process, companies hire talent with the right skills for organisation in the short and long term. It has been confirmed by many studies that taking effective talent management will help improve employee recruitment rates and retention. TM also implemented several strategies which increased factors as planning, regular leadership support, work-life balance and environmental factors which are necessary to retain talented employees in the company.

2.4. Empirical Reviews

Several studies have authenticated the relevance of TM amongst organisations. Though the literature reviewed seem to contain less information concerning specific TM amongst Tesco, Aldi and Supervalu. It reflected that TM was essential in the overall success of these companies.

According to, BusinessEssay (2021), effective TM is directly related to the financial performance of Tesco. Tesco had a leading TM strategy which enabled it to have 2.2 times more revenue and 1.5 times higher profits than other competitors with poor TM strategy. In addition, the return on investment of TM translates immediately into concrete results for the Tesco's operations. It also has a positive effect on overall happiness in the workplace, as talented people who could advance and develop are more engaged. The results of the BCG study illustrate the role of TM in Tesco. This corresponds with Samantara and Sharma (2014), analysis that TM does not only deliver positive business results, but also generates positive employee satisfaction and happiness. And as the results show, these two indicators often go hand in hand. Following this trend, the main role of TM is to create a motivated workforce to stay and grow in the company and contribute to its continued growth. When TM is implemented effectively and is inimitable to an organisation, it can create a sustainable competitive advantage over competitors for years to come.

Samantara and Sharma (2014), note that Tesco's success was significantly linked to its TM strategy. Its TM aided its employees become more engaged especially with customers, therefore increasing the level of customer patronage. A spokesman for the Consumer Association of Ireland, Dermot Jewell, said the value for money is now the "king" for buyers in difficulty, income is reduced and "buyers are paying attention to what they buy and try to make their money work, but they look for more than one or two private-brand items when making their purchases basket" (Black, 2011). In 2011, Tesco stated that 98% of their customers bought at least a private label dish each week. Tesco Ireland Marketing Manager, Mr. Jacobs understands that consumer buying habits have changed and they have becoming educated shoppers, he says, "We've come a long way from the yellow and Irish consumers are now very well informed about private brands after launching the "Change and Save" promotion of the group's own brand products. Tesco sold over €200 million worth of Irish groceries under its own brands in Ireland and the UK in 2011 (Black, 2011). The sales were significantly related to its customer targeted practices which was improved through T&D of its employees

Dempsey (2014), note that it was difficult to categorise the success of Tesco, Aldi, Super Valu and other Irish grocery stores based on their TM strategy. Industry sources have mixed opinions on how well these brands sell, existing market evidence suggest that Dunnes Stores, through the St. Bernard, is the leading company sales of private brands, followed by Tesco (Forfas, 2001). SuperValu (which controls less than 20% of the Irish grocery market) and its competitors all have participated in some fierce advertising campaigns to attract buyers, (Checkout Magazine, 2012). Competition within these companies existed in several ways including through advertising, customer engagement and TM. Since TM itself increased competitive advantage of companies, these Irish grocery stores significantly spent resources in developing their employee base. This was essential in maintaining a large pool of talented employees which were committed towards achieving greater sales of commodities to customers.

According to Checkout Magazine (2012) in March 2012, SuperValu revealed ambitious plans for a series of its own brands; their goal is to drive sales of their own brand from 700 million in 2012, to 1 billion euros in 2014. SuperValu has invested 3 million euros in private T&D of its employees, to increase their knowledge about the business place and further making them more targeted towards offering exceptional services to customers either within the store or outside delivery. Chris Martin, band The Musgrave Group CEO said: "Our aim is to capitalise on existing talent pool, therefore increasing our connection with our customers, and transforming one-time customers to recurrent customers" (Checkout Magazine, 2012). This implied that TM in Supervalu was targeted at increasing employee's association with customers, therefore increasing the large business relationship with customers.

Dempsey (2014) indicates that internal development programs in Aldi was at 56% and coaching by line managers at 51% ranked among the best performing learning and development programs practice. In addition, research shows that an effective talent development process has a positive impact on organisational performance in Aldi stores. The research also found that the skills employers say they need to focus on to achieve organisational performance were mainly obtained through T&D and SP, in other words the process of TM

Generally, as noted above study on TM in Tesco, Aldi, SuperValu and other grocery stores in Ireland was limited due to less in-depth and detailed data. However, other studies have been

conducted on TM that reflects the need for adequate TM amongst organisations. Pradhan and Jena (2017), research on talent management and performance shows that talent management has a link with employee productivity, growth, and performance. TM provides the organisation with what it needs i.e competitive advantage to attract and retain the talent needed for the organisation's operations.

Faria, Rabbi and Tanzila, (2015) studied the direct relationship between organisational performance and TM. The results of the study revealed that TM increased the capability base of organisations. Capabilities are a source of competitive advantage, thus was an essential means of increasing organisations market share and profits.

Overall, from the studies reviewed there appears to be a general positive link between TM and organisational and employee productivity and performance. However, future studies on TM should fill in the existing gaps especially within TM in the Irish grocery sector. Future studies need to consider the impact of TM on the overall business performance on companies as Tesco, Aldi and Supervalu. Furthermore, research should be done to identify talent management policies and procedures adopted by these organisations to improve performance. These are the main objectives of this research. The research intends to fill in these gaps by studying TM in Tesco, Aldi and Supervalu.

2.5. Theoretical Reviews

Theories provide empirical lens for understanding a phenomenon. They are scientifically authenticated postulations that explain the occurrence of variables or how variables interacted with each other. Given the nascent academic inquiry into TM very few theories have been developed concerning TM in organisations. However, several other theories can be used to explain the occurrence of TM within organisations.

2.5.1. McGregor X and Y theory

The first theory which provided a systematic explanation of TM within organisation was McGregor X and Y theory. This theory was a management-based theory that postulates that generally managers took two different approaches towards the management of human resources (Worth, 2019). Since TM involved management of humans for greater productivity or performance, the McGregor X and Y theory was suitable in explaining TM. The McGregor theory notes that the two basic approaches to human management are the X and Y approach. X took a more stringent approach towards human management (Hattangadi, 2015). Managers using X approach saw humans as another resource in the organisation, thus humans need to be effectively harnessed using means such as centralised authority, supervision, and discipline and rewards to steer humans into productivity.

The Y approach is opposite to the X approach. The Y approach saw humans not as a resource but as part of the organisational process, thus, they need to be treated with value (Hattangadi, 2015). Managers adopting Y approach exercised more flexibility towards human management, thus they opted for tactics as decentralisation, innovation, creativity, less supervision, and interpersonal relations.

Fischer (2009), note that several managers take different approaches to TM, those who adopted X approach had more centralised structures and focused more on organisational productivity. The aim of TM for managers adopting X approach was organisational productivity and not the development of employee skills and resources. Managers adopting Y approach focused on developing employee skill set which then influenced job productivity and positive performances. The focus of managers adopting Y approach was to develop a strong pool of skilled talents.

Developed talents then became powerful resources in achieving organisational goals (Fischer, 2009).

Despite the relevance of the McGregor X and Y theory to TM analysis, the theory has been criticised for paying much attention to organisational performance, managers whether adopting X or Y were targeted at achieving organisational goals while neglecting the physiological and safety needs of employees, as noted by Maslow theory of needs (Carson, 2018). Thus, X and Y theory was not a motivational theory and motivation was cardinal to TM.

2.5.2. Human Capital Theory (HCT)

The HCT postulates that humans were best effective when they were developed (Sami, 2007). Human capital were the sum of life, characteristics, experiences, knowledge, creativity, passion, and energy of employees. These Capital were essential to work; investing in the development of these capital led to the benefits for the organisation as such capital when developed where highly instrumental to improve the productive capacity of an organisation. Formal education, T&D, SP, and all other forms of development exercises where essential in increasing the productivity and efficiency of workers (Seymour, 2003). Such exercises increased the cognitive stock of humans thus making them economically productive.

According to Rindermann (2008), the rationale behind investment in human capital is based on three arguments:

- i. The new generation must be given the appropriate parts of the knowledge which has already been accumulated by previous generations.
- ii. The new generation should be taught how existing knowledge should be used to develop new products to introduce new processes and production methods and social services.
- iii. People must be encouraged to develop entirely new ideas, products, processes, and methods through creative approaches.

The HCT was empirically authenticated by Ballot, et al (2006), whose research revealed that T&D increased the value-added per work by 17.3% in France and 7.3% in Sweden. Dearden, et al (2006), also discovers that a 1% increase in training for work related activities led to a corresponding increase of 0.6% productivity per hour. The HCT itself notes the relevance of TM,

as TM was the process of increasing the effectiveness of human capital therefore enhancing their productivity to the organisation.

Despite, the relevance of HCT, it was severely criticised for postulating that talent development exercises like T&D, SP and other educational activities were a precursor for productivity. This was not always the case as in some organisations despite talent development exercises, employees remained redundant.

2.5.3. Administrative Theory

This theory is attributed to Henry Fayol. Fayol developed 14 principles of management which later became the administrative theory. The theory sees organisations as a top to down process, with managers setting strategic steps to get the best actions from their employees. The 14 principles of Fayol's Administrative theory are contained in Appendix A.

The above principles were essential factors for TM, as TM had to do with harnessing human skills and resources it was necessary for some form of Division of labour, authority, discipline, remuneration etc to be put in place. However, Fayol's administrative theory was essential in seeing the organisation as a complex whole with each part working together (Pradhan and Jena, 2017). This brings the argument that TM had to do with both managers and employees, managers set required standards for talent development while employees adhered to such standards, the outcome benefited both managers in terms of profit for organisation and employees in terms of greater productivity, recognition, and remuneration (Rabbi et al, 2015).

Also, Fayol's administrative theory postulates the need for organisations to plan, be agile and transition in the face of changing market conditions, this was similar to the principle of TM which was to ensure that employees had the relevant skills to face internal and external business environment challenges (Mohammed, 2016). With TM employees were always abreast with prevailing skills which gave the company a competitive advantage. In addition, Fayol's administrative theory encompasses all aspects of HRM including TM, thus Fayol referred to the need for a strong organisational process through motivating, inspiring people to be initiative. Commanding respect through potent organisational culture and values, and training individuals to be productive (Naim et al, 2017). Fayol's theory was thus essential to TM.

However, like other theories it was criticised, Morgen (2003), notes that Fayol’s theory was not scientific as the original theory was not based on scientific experiments but principles. Supporters however note that Fayol’s theory has been scientifically proven by other scholars. However, since the original Fayol’s postulation was not subject to rigorous academic analysis, it questions the validity of the theory (Morgen, 2003). The theory was also prescriptive not laying academic analysis of whatever the principles stipulated (Wood and Wood, 2002).

2.6. Conceptual Framework

The conceptual framework provides insights into what areas will be focused while researching on a topic. The conceptual framework narrows down all variables of the study, therefore placing them in the light of data needed to analyse such variables. The conceptual framework is drafted from the literature review which delineates all variables and places them within the focus or context of the research objectives. The table below is the conceptual framework

Table 2. 1. Conceptual Framework

Concept	Definition of Concept	Application of Concept to the Research
Talent Management	Process of harnessing and developing talents within organisations for productivity	Discovering of how the organisation harnesses and develops its talents for productivity
Recruitment and Selection	The process of occupying vacant position with qualified personnel	Discovering the recruitment and selection process of the organisation and how it enhances productivity
Training and Development	This is the process of improving knowledge of oneself	Discovering the continuous process of skill enhancement knowledge acquisition and attitude change through structured and planned

		training to improve the performance of employee
Employee Performance	Evaluation of employee	Discovering the impact of talent management on employee success towards achieving goals.
Succession planning	This involves the passing of leadership roles to other employees	Discovering the process of keeping talents on the job in an organisation to actualise goals

The above is therefore the variables and how the researcher intends to measure such variables. The researcher thus will apply all the above to the research objectives, thus utilising the conceptual framework to achieve all objectives and achieve the overall aim of the study which is to understanding talent management in Tesco, Aldi and Supervalu

2.7. Conclusion

Talent management is new to organisations. Most of the talent in the organisation management practice is at a very early stage. Therefore, talent management is not directly linked to the employees' performance and recruitment and selection in the organisational system. With the economic downturn, there are many challenges ahead. Training and development strategy is the most controversial compared to other strategies. Succession planning as a strategy has become an almost void concept as corporate structure flattens and decentralisation decreases. Linking employees' performance to training and development is also very limited. Therefore, organisations are forced to recruit and select employee who are qualify; candidates to occupy vacancies in organisation in order benefit reward in the form of intangible benefits rather than tangible benefits.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

The term "research methodology" basically relates to the "how" of a particular study. It is particularly how a researcher models a study in a systematic manner to ensure accurate and trustworthy findings that achieve the research goals and objectives. At this point the researcher discusses over the research method used in this study. The overall methodology is a quantitative approach that collects responses to questionnaires and provides mathematical and statistical simulations. This is validated by the desire to obtain a broad understanding of talent management (TM) in Tesco, Aldi, and SuperValu.

3.2. Research Philosophy

Research philosophies provide theories about the nature of the reality that is being investigated in research and about how knowledge of this reality is produced and justified (epistemology) (Mauthner, 2020). Saunders et al (2012) argue that there is no "best" research philosophy when answering a research question and that there may be multiple research philosophies which are appropriate in doing so. Research philosophy guides all analysis according to the most appropriate strategy and methods. Two types of philosophies exist i.e positivism and interpretivism. This research adopts positivism.

"Positivism is the exemplary view that advocates working with a social reality. Positivism is often associated with quantitative research and objective investigation of relationship between variables in terms of numbers and statistics (Saunders et al, 2007).

Since this study focuses on Talent Management in the Irish Retail Sector: this reflects the place in which social entities exist in a reality apart from social agents (Saunders et al. 2012); that is the employees performance in the organisational structure of the Irish retail sector cannot be overemphasise. The study of positivism was chosen for its ability to collect the necessary data to develop research hypotheses and confirm or disprove them. These hypotheses are tested by facts

and not by impressions or feelings. This philosophy readily applies to "observable social realities" (Saunders et al., 2007).

According to Creswell (2013), one of the criticisms of positivism has been seen by few as a fundamental misunderstanding of social reality, that it is an illegitimate, historical application of theoretical concepts and unsuitable. Positive positivism is limited to phenomena that can be constrained to an analysable and testable array of facts, i.e., cannot study freedom, irrationality, and various unpredictable actions common in human behavior.

3.3. Research Approach

Research approaches are research strategies and processes that encompass everything from broad assumptions to specific methods for collecting, evaluating, and interpreting data. The entire decision revolves around which method should be used to investigate a particular subject. Deductive and inductive approaches are the two types of approaches. This research adopts deductive approach. According to this approach, it is necessary to "develop a theory and hypotheses and design a research strategy to test the hypotheses" (Saunders et al., 2007, p. 117).

The relevance of the assumptions to the study is the main distinguishing point between deductive and inductive approaches. The deductive approach tests the validity of assumptions (or theories/hypothesis), while the inductive approach contributes to the emergence of new theories and generalisations (Bryman & Bell, 2015).

Following a deductive approach, talent management in Irish retail at Tesco, Aldi and Super Valu it will be assessed by developing hypotheses to be tested during the study. Relationship between the variables in the study at Tesco, Aldi and Super Valu will be understood better using the deductive approach which will find out where there are problems associated with the variables in the Irish retail sector.

Some critics argue that this approach discourages divergent thinking. It can also limit the scope of creativity. The deductive approach allegedly makes the assumption that all the natural sciences work the same way when they do not work the same way.

3.4. Research Strategy

Saunders et al (2009) defined search strategy as “the general plan for how researchers answer research questions. An appropriate research strategy not only provides direction for a study, but also helps in choosing the right methodology to collect and analyse data for the study, therefore, choosing an appropriate strategy while conducting a research is very important. There are generally two basic types: qualitative and quantitative. This research adopts the quantitative approach

Saunders et al. (2009) description Quantitative research is analysis that can use a variety of statistical techniques to examine relationships between variables, raise clear and unambiguous questions, and allow the researcher to be independent of the people being studied. The reason is that quantitative research can reach more people and the same questions feedback can be clearly analysed and compared to get an overview of theme. In addition, to achieve as close as possible a representative view of one's perception many employees in the Irish retail sector, the researcher will need to examine a large amount from different points of view to identify a general trend.

This study focused on Talent Management in Irish Retail Sector; Tesco, Aldi and Super Valu. The objectives of the study are to determine the relationship between talent management and employees’ performance measuring basic service quality and improvement. This study mainly focuses on investigating various statistics relationship and cause-and-effect between variables.

The main criticism of quantitative strategy is a the measurement process possesses a sense of precision and accuracy that is false and fallacious. Another problem is that quantitative researchers assume that all survey respondents interpret questions in the same way – in fact, that may simply not be the case.

3.5. Population of the Study

The population of the study includes employees of Tesco, aldi and SuperValu Inc. The research samples the employees of the following retail stores in Ireland.

The employees of the above stores are sampled; thus, they constitute the major population of the study. The table below described the sampled customers.

S/N	RETAIL STORE	SAMPLED	NUMBER WHO FILLED QUESTIONNAIRE
1	Tesco	140	119
2	SuperValu	30	23
3	Aldi Stores	30	8
	Total	200	150

Table 3. 1. Sample

3.6. Sampling and Sampled Size

The employees are sampled via judgmental and convenience sampling. This is a form of sampling where respondents are selected based on specific criteria by the researcher (Collis and Hussey, 2013). The specific criteria for inclusion are being an employee of one of the stores mentioned above. Judgmental sampling is also used to get a restricted number of people in the population who will offer quality information on the variables the researcher explores. Thus, using this sampling technique enabled the researcher to get specific customers of the earlier mentioned retail stores, and sample their opinions concerning TM strategies. Though, the judgmental sampling is biased as not all population can be included in the study, it leads to the collection of accurate and credible data which is useful in authenticating or disproving theories, thus, judgmental sampling is used in this study.

3.7. Sources of Data

3.7.1. Primary Data

Primary data is data collected directly from respondents. These data are considered the most reliable in the study; it is a direct expression of respondents' opinions and perceptions (Beach and Rasmus, 2016). Primary data is also less prone to manipulation by the researcher, especially using survey tools (Goertzen, 2017). This increases the authenticity of primary data to answer research questions and achieve research objectives. Primary data was used in this study as the primary source for talent management in Irish retail sector; Tesco, Aldi and Super Valu. Questionnaire distribution was used to gather data from target population/respondents. This validates the investigative strategy and fits the model of positivism.

3.7.2. Secondary Data

Secondary data is the using of existing data generated by scholars/researchers which are either documented or exist online. Data is then extracted from more diverse data files. Secondary data comes from books, articles, journals and printed materials. Secondary data is used to further interpret the results obtained from the primary data. Therefore, secondary data is used to limit the weaknesses of positivist surveys and models.

3.8. Data Analysis

In analysing the data, the researcher adopted general and specific tools.

General tools: This involves the general statistical calculations, i.e. using quantitative analysis. Thus, the researcher was able to understand the frequency, magnitude and extent which the research variables affect the population, thus the perception of customers concerning Talent management. The general calculation was carried out using statistical package for social sciences (SPSS).

Specific tools: Specific tools include:

- **Percentage/cumulative tables:** This displays data based on their numerical estimate and evaluations. This enhanced easy understanding of results based on highest percentages.

- **Graphs and Charts:** Results were also displayed using graphs and charts to provide a pictorial representation of results.
- **Pearson Regression:**
Pearson regression is a tool used to measure linear correlation between coefficients (r) X and Y. Judging relations by the pValue (0.05) a pValue less than 0.05 shows a positive relationship therefore the need to accept the alternative hypothesis and reject the null hypothesis and vis-versa. Pearson regression was used to discover the association between talent management (X) and recruitment and selection, training and development and succession planning (Y) in Tesco, Aldi and Sainsbury.

3.9. Ethical Considerations

Ethical principles ensure that research is conducted in the appropriate manner. Specifically, the researcher abided by the following principles:

- Seeking the willingness of respondents to participate in the research. The first question on the questionnaire contains the consent form which is provided to respondents to authenticate their participation. This was integrated into the questionnaire
- Securing the identities of respondents, thus, the identities of respondents were not disclosed.
- Upholding the willingness of the participants to exit the research at any time without consequence
- Safeguarding respondents' opinions, using standard data management procedures.
- Adhering to principles of referencing, thus preventing intellectual property theft, plagiarism and data falsification

3.10. Validating the Instrument of Data Collection

Validity is the extent which a research instrument measures what it is designed to measure (Apuke, 2017). Two type of validity exists i.e content and external validity. External validity is the extent which the findings as calculated from the instrument can be generalised on the entire population (Goertzen, 2017). Content validity measures the appropriateness of the research instrument in measuring the intended variables (Beach and Rasmus, 2016). To ensure both content and external validity, the research designed the questionnaire based on the findings of the literature review;

thus, theoretical constructs and data operationalisation were adopted in designing the questionnaire. The researcher explored theoretical constructs thus ensuring they match with questions, therefore enhancing what the questionnaire intended to measure. The questionnaire was also submitted to a panel of experts including the research supervisor who critically checked the questionnaires and authenticated the correctness of the questions.

3.11. Conclusion

In general, the quantitative approach was used which is a strategy under positivism that involves quantitative analysis and collecting data from large samples; this is achieved through surveys. Thus, the survey strategy is adopted for this study, collecting data from a large population through questionnaires or other means of generating responses. The respondents are employees' working at Tesco, Aldi and SuperValu Ireland. The next chapter is interpretation and analysis of data.

CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter contains the analysis and presentation of results of this study. The chapter presents the analysed data in sections. This includes Section A – Respondent Demographics, Section B – Recruitment and Selection and effective talent base in Tesco, ALDI and SuperValu, Section C – The Cost and implications of training and development on employees in Tesco, ALDI and SuperValu, Section D – Effectiveness of succession planning in maintaining a vibrant pool of leadership talents in Tesco, ALDI and SuperValu, and Section E – Hypothesis testing.

Table 4. 1. Do you consider opting out of this research at any time?

Response option	Frequency	Percentage (%)
Yes	0	0.0
No	150	100.0
Total	150	100.0

Source: Field Survey (2022)

Table 4.1 shows that 100% (150 respondents) of the respondents disagree to opting out of the research. This implies that 100% of the respondents willingly agree to participate and complete the research process. The researcher ensured that no study participant was compelled to participate in the research rather all respondents participated at will and had the right to opt out at any time.

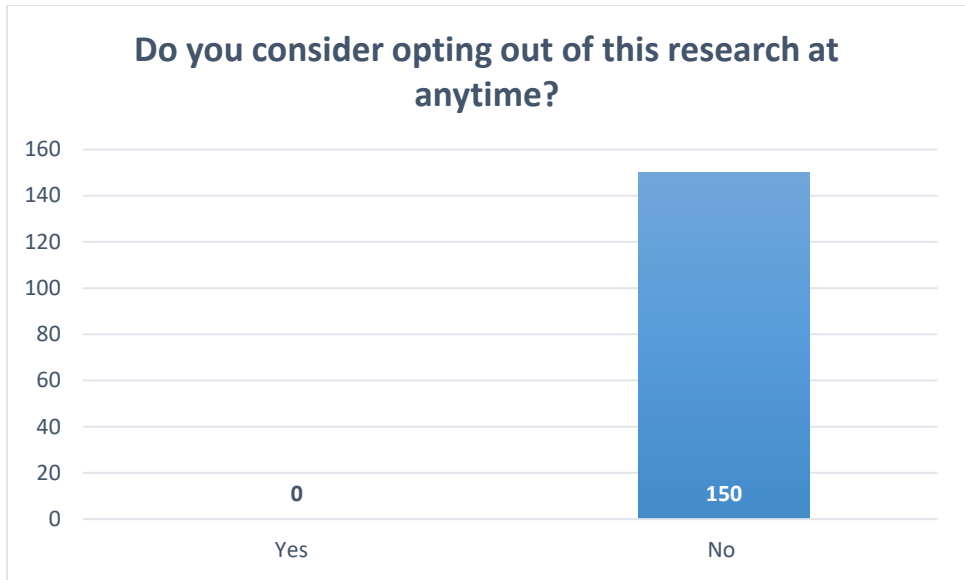


Figure 4. 1. Chart showing respondents’ consent

Source: Field Survey (2022)

4.2. Section A: Respondent Demographics

Table 4. 2. Gender of Respondents

Response option	Frequency	Percentage (%)
Male	101	67.3
Female	49	32.7
Total	150	100.0

Source: Field Survey (2022)

The gender distribution of the respondent as shown in Table 4.2 reveals that 67.3% (101) of the respondents are male and 32.7% (49) of the respondents are female. It can be seen that majority of the respondents used in this research are males.

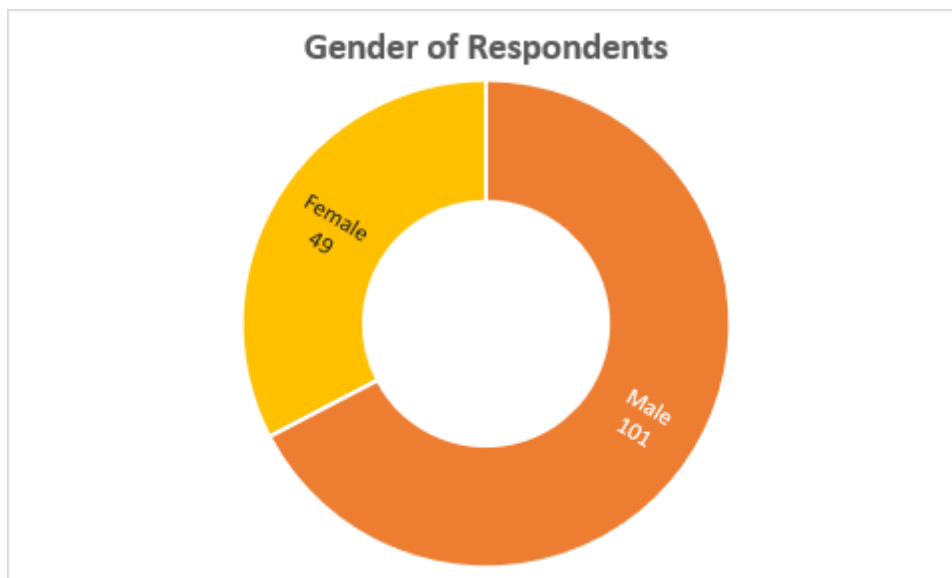


Figure 4. 2. Chart showing gender of respondents

Source: Field Survey (2022)

Table 4. 3. How old are you?

Response option	Frequency	Percentage (%)
18-20years	20	13.3
20-25years	116	77.3
26-30years	10	6.7
30 above	4	2.7
Total	150	100.0

Source: Field Survey (2022)

Table 4.3 shows the age distribution of the respondents. The predominant age bracket among the respondents are those between 20-25 years of age accounting for 77.3% (116) of the respondents. This is followed by 13.3% (20) of the respondents, these are respondents between the age of 18-20 years. Then those between 26-30 years of age they account for 6.7% (10) of the respondents, and 2.7% (4) of the respondents are those of 30 years and above in age. From this analysis, it can be deduced that majority of the respondents are young workers between the age of 20-25 years.

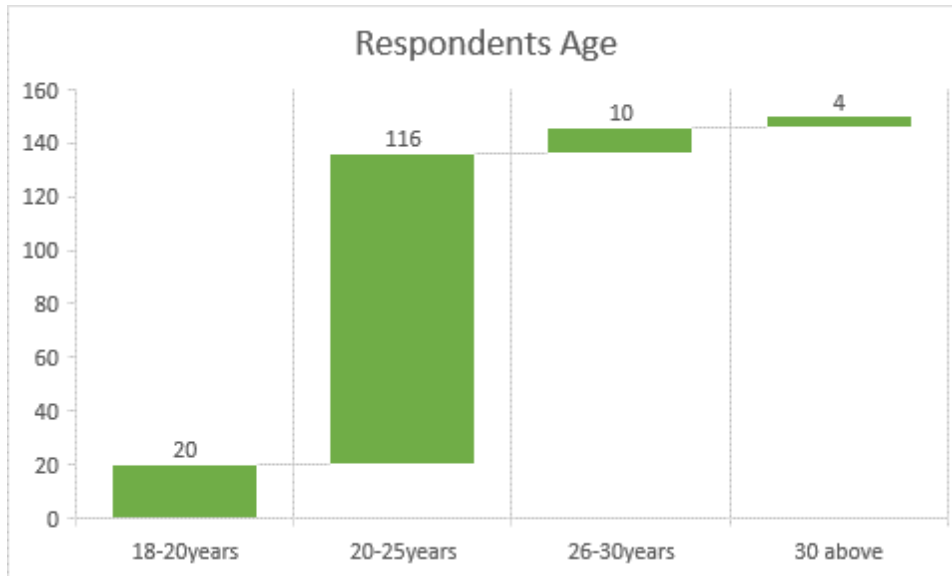


Figure 4. 3. Chart showing age of respondents

Source: Field Survey (2022)

Table 4. 4. Educational Qualification of Respondents

Response option	Frequency	Percentage (%)
Bachelors	123	82.0
Masters	27	18.0
Doctorate	0	0.0
Others	0	0.0
Total	150	100.0

Source: Field Survey (2022)

Table 4.4 shows the educational qualification of the study respondents. From the analysis, the population with bachelor’s degree represents 82.0% (123) of the respondents, and 18.0% (27) of the respondents have Master’s degree. There are no respondents with Doctorates or other forms of education in the study as both categories record 0% (0) of the respondents. It is observed that most of the respondents have bachelor’s degree and just a few have attained Masters educational level.

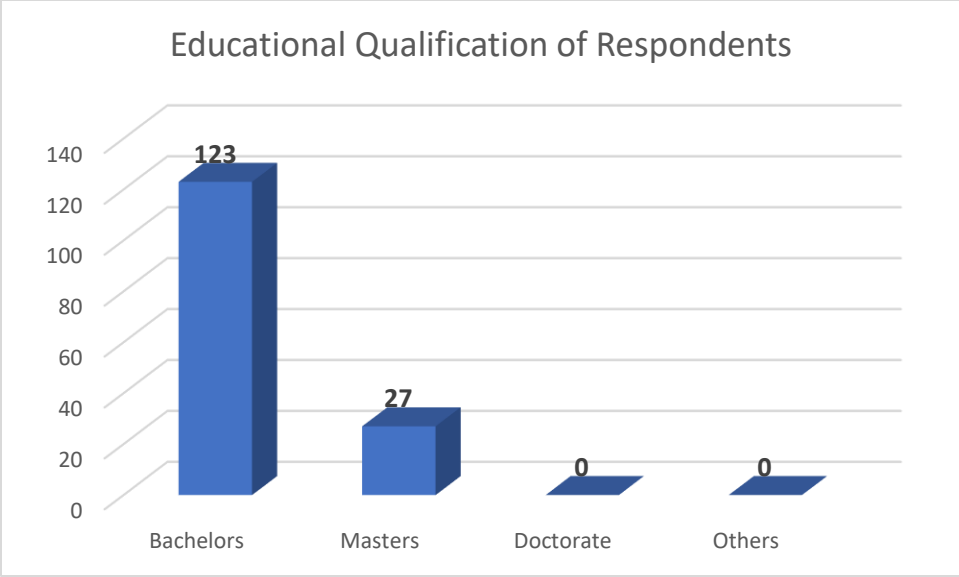


Figure 4. 4. Chart showing the educational qualification of respondents

Source: Field Survey (2022)

Table 4. 5. Firms of Respondents

Response option	Frequency	Percentage (%)
Tesco	119	79.3
Aldi	23	15.3
Supervalu	8	5.3
Total	150	100.0

Source: Field Survey (2022)

From the analysis in Table 4.5, it is revealed that 79.3% (119) of the respondents work with Tesco, and 15.3% (23) of the respondents work with Aldi. While 5.3% (8) of the respondents are workers with Supervalu. The analysis identified Tesco workers as the majority among the study respondents.



Figure 4. 5. Chart showing firms of the respondents

Source: Field Survey (2021)

Table 4. 6. How long have you worked in the above?

Response option	Frequency	Percentage (%)
0-5years	23	15.3
5-10years	118	78.7
10 above	9	6.0
Total	150	100.0

Source: Field Survey (2022)

Table 4.6 shows the number of years respondents have been engaged with their employers. The table shows that 15.3% (23) of the respondents have worked for about 0-5years with their employer, while 78.37% (118) of the respondents have been engaged with their employer for about 5-10years, and 6.0% (9) of the respondents have worked for over 10 years with their employer. The result shows that majority of the respondents have about 5-10years experience with their employers. This is considered by the researcher as sufficient years of experience to have a good understanding of the operations of the retailers in the Irish retail sector.

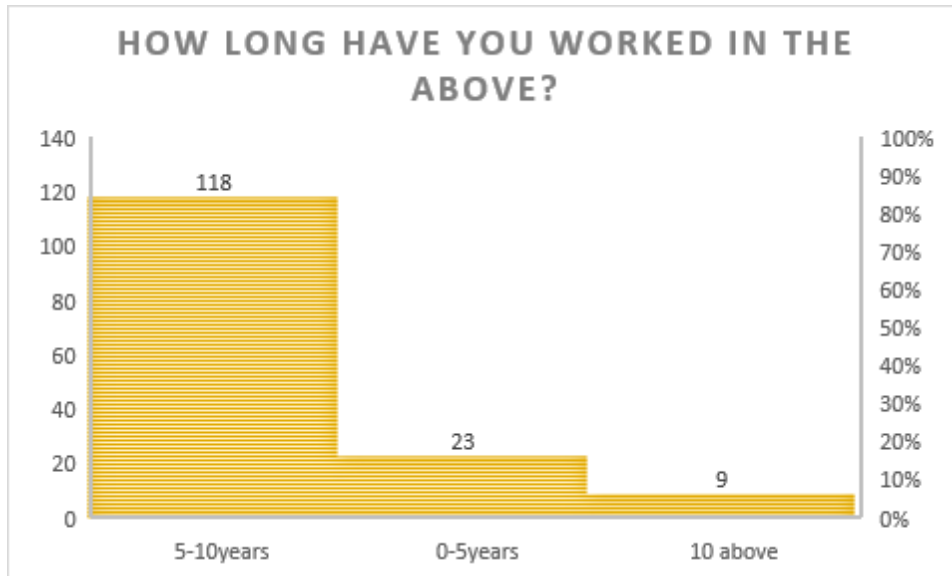


Figure 4. 6. Chart showing working years of the respondents

Source: Field Survey (2022)

Table 4. 7. What level of employee are you?

Response option	Frequency	Percentage (%)
Management	13	8.7
Senior staff	19	12.7
Junior staff	108	72.0
Others	10	6.7
Total	150	100.0

Source: Field Survey (2022)

From the analysis in Table 4.7, it is revealed that 8.7% (13) of the respondents are management staff of their firm, while 12.7% (19) of the respondents are senior staff of their firm, 72.0% (108) of the respondents are junior staff in the firm they work at, and 6.7% (10) of the respondents occupy other employment levels in their firms. The analysis identified junior staffs as the majority among the study respondents.

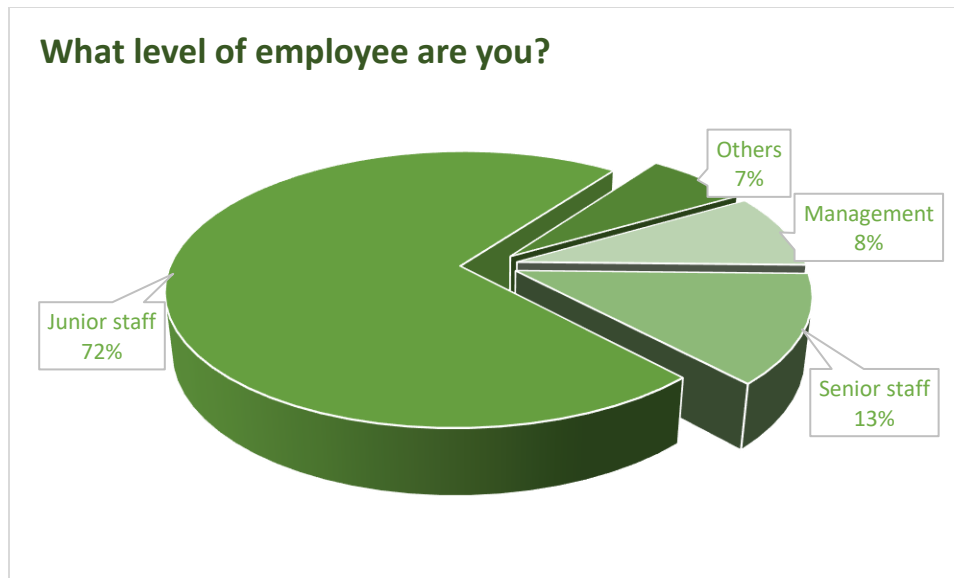


Figure 4. 7. Chart showing working levels of employees

Source: Field Survey (2022)

4.3. Section B: Recruitment and Selection and effective talent base in Tesco, ALDI and SuperValu

Table 4. 8. Respondents’ perception on Recruitment and Selection and effective talent base in Tesco, ALDI and SuperValu

	Condition	SD	D	N	A	SA	Total (%)	Mean	Std. Dev.
Q8	Does your qualifications match your current job roles?	3.3	5.3	8.7	74.0	8.7	100	3.79	.805
Q9	Are your skills suitable for your current job roles?	4.7	3.3	7.3	76.7	8.0	100	3.80	.819
Q10	Other employees at your workplace have the skills required for their current job roles	3.3	4.7	8.7	9.3	74.0	100	4.46	1.053
Q11	Management considers talents while recruiting at your workplace	4.0	4.7	8.7	8.0	74.7	100	4.45	1.090

Q12 There is a pool of talents at your workplace due to recruitment and selection exercises 4.7 4.7 9.3 73.3 8.0 100 3.753 .850

SD– Strongly disagree, D– Disagree, N– Neutral, A– Agree, SA– Strongly agree.

Source: Field Survey (2022)

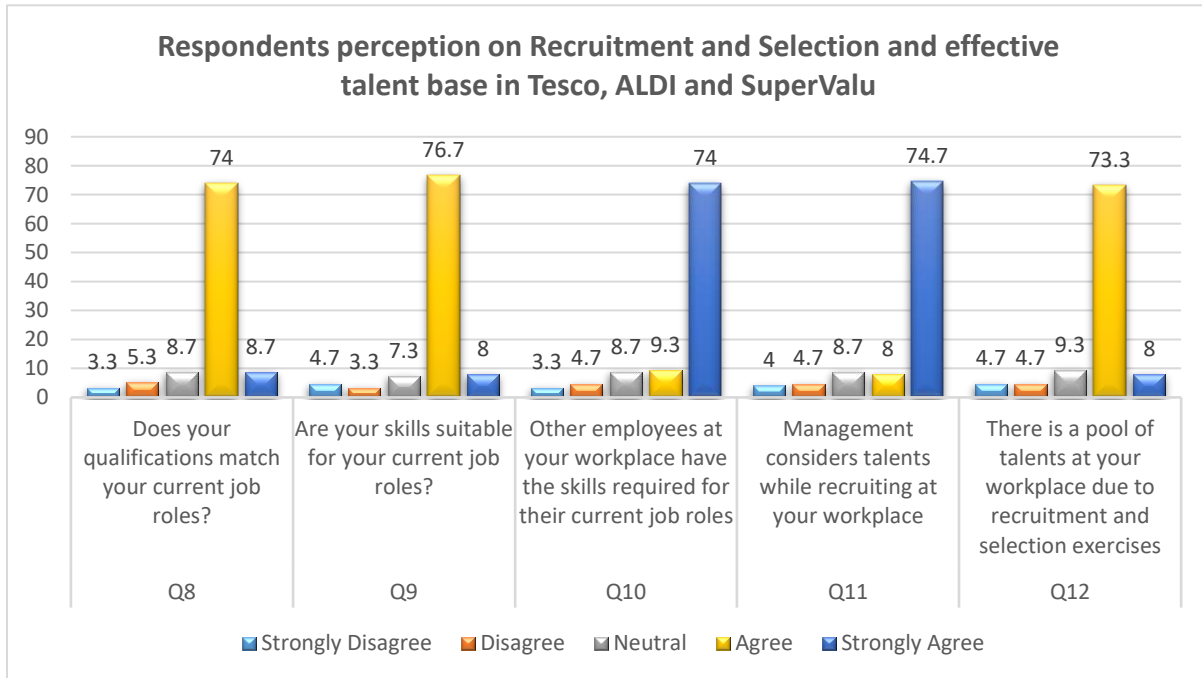


Table 4.8 Illustrates respondents’ perception on Recruitment and Selection and effective talent base in Tesco, ALDI and SuperValu. From the results in Table 4.8, 74.0% of the respondents agrees that their qualifications match their current job roles, this constitutes most of the respondents. Most of the respondents (76.7%) also agree that their skills are suitable for their current job roles, majority of the respondents (74.0%) strongly agree that employees at their workplace have the skills required for their current job roles, majority of the respondents (74.7%) also strongly agree that management considers talents while recruiting at their workplace, and most of the respondents (73.3%) agrees that there is a pool of talents at their workplace due to recruitment and selection exercises.

Additionally, respondents considers most highly that employees at their workplace have the skills required for their current job roles (mean=4.46, SD=1.053), followed by management considers

talents while recruiting at their workplace (mean=4.45, SD=1.090), employee skills are suitable for their current job roles (mean=3.80, SD=0.819), their qualifications match their current job roles (mean=3.79, SD=0.805), and there is a pool of talents at their workplace due to recruitment and selection exercises (mean=3.75, SD=0.851). These results indicate that talent management significantly impacts the effectiveness of employee job roles in the retail industry.

From questions 8 and 9, the high scores on Strongly Agreed (SA) and Agreed (A) reveal that most respondents who are employees of grocery stores agree that their job qualifications matched their current job roles, and they have the right skills for their current jobs, ideally employees in this sector mostly from sales and business backgrounds except for a few who transition from other sectors and as such enhanced their skills over time on the job. This question was asked to weigh the impact of recruitment and selection in these retail industries, to investigate if such organisations put in mind skills when recruiting or they just source for talent based on transferable skills possessed by candidates or applicants. This shows that while recruiting and selecting managers considered employees' skills in relation to the specific jobs which they were to be assigned to, thus placing "round pegs in round holes."

From Question 10, the high scores on SA and A concerning if other employees at the workplace the required skills for their current job roles had authenticated the fact that there was a strong focus on relevant skills while recruiting and selecting candidates, as without selecting the right candidates for the specific job positions, there will be less skills available for specific job roles.

From Question 11, there were high scores on SA and A concerning if management considered talents while recruiting, this brings us up to the conclusion that after the screening and selection has been done for candidates by the hiring manager, and in turn such recommendations are passed to management, there is a high probability from candidates' responses recorded above that management however considers the competency and strong skills of each candidate recommended by the hiring manager which in candidates possess unique capabilities that can be of great advantage to the organisation which in turn gives these organisations a pool of large talent and human resources at large.

From, Question 12, the high score on A suggests that respondents linked the high pool of talents at their workplaces to the recruitment and selection process. This authenticates those best practices in recruitment and selection were observed in Tesco, Aldi and SuperValu as it was a good practice while recruiting and selecting employees to consider the qualifications and skills of prospective candidates in filling specific positions. Therefore, ensuring that candidates recruited had the sufficient skills to manage whatever job roles given to them.

Figure 4.8 Responses on Recruitment and Selection and effective talent base in Tesco, ALDI and SuperValu

Source: Field Survey (2022)

4.4. Section B: The Cost and implications of training and development on employees in Tesco, ALDI and SuperValu

Table 4. 9. Respondents’ perception on the Cost and implications of training and development on employees in Tesco, ALDI and SuperValu

Condition	SD	D	N	A	SA	Total (%)	Mean	Std. Dev.
Q13 There is a high value for Training and Development at your workplace	4.7	4.0	7.3	15.3	68.7	100	4.39	1.092
Q14 Training and development is a significant factor in keeping you effective	4.7	2.7	8.0	16.7	68.0	100	4.41	1.062
Q15 Is training and development essential in enhancing talent performance at your workplace?	4.0	4.0	8.0	21.3	62.7	100	4.35	1.055

Q16 Training and Development keeps

you up to date with current business 4.7 3.3 10.7 14.0 67.3 100 4.36 1.101
and market practices

SD– Strongly disagree, D– Disagree, N– Neutral, A– Agree, SA– Strongly agree.

Source: Field Survey (2022)

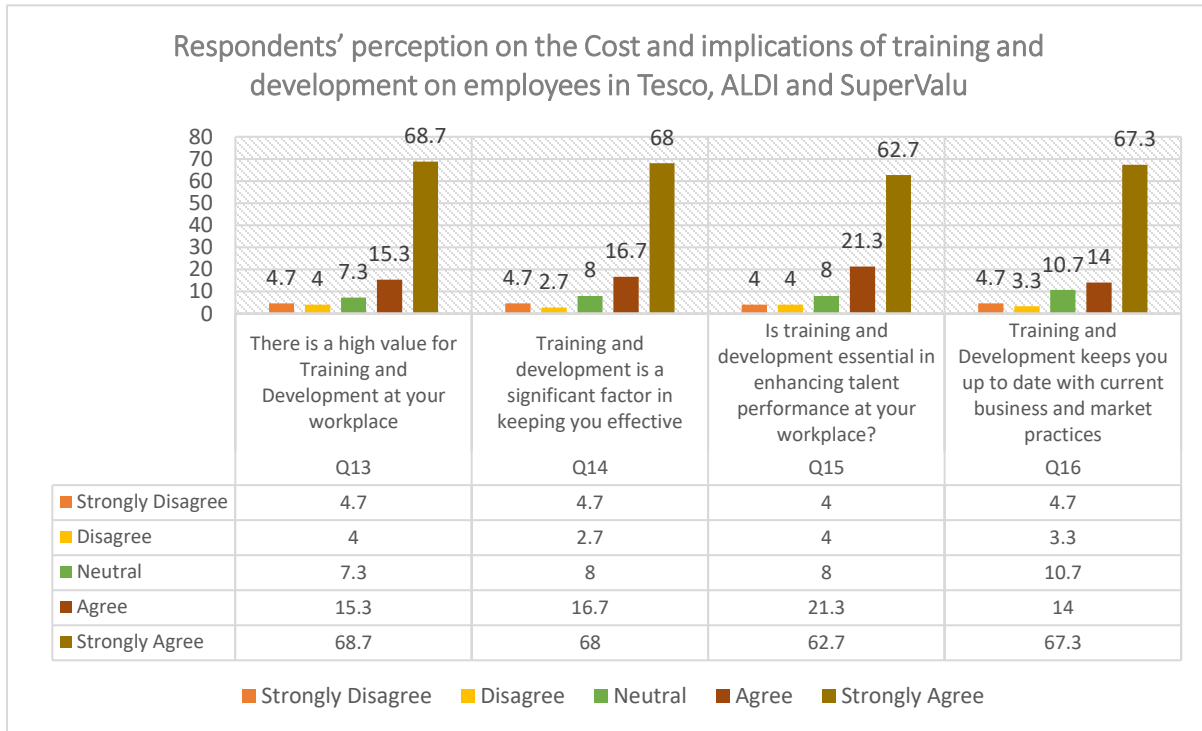


Figure 4.9 Responses on the Cost and implications of training and development on employees in Tesco, ALDI and SuperValu

Source: Field Survey (2022)

Respondents' perception on the Cost and implications of training and development on employees in Tesco, ALDI and SuperValu is shown in Table 4.9. From the results, majority of the respondents strongly agree that there is a high value for Training and Development at their workplace (68.7% of the respondents), training and development is a significant factor in keeping them effective (68.0% of the respondents), training and development is essential in enhancing talent performance at their workplace (62.7% of the respondents), Training and Development keeps them up to date with current business and market practices (67.3% of the respondents).

Additionally, respondents consider most highly that training and development is a significant factor in keeping them effective (mean=4.41, SD=1.062), followed by there is a high value for Training and Development at their workplace (mean=4.39, SD=1.092), then Training and Development keeps them up to date with current business and market practices (mean=4.36, SD=1.101), and training and development is essential in enhancing talent performance at their workplace (mean=4.34, SD=1.055). These results reveal that the cost and implications of training and development on employees in Tesco, ALDI and SuperValu influence the effectiveness of their employees.

From Question 13, the high scores on SA and A concerning the high value for Training and development at the workplace suggest that there were high considerations for T&D in Tesco, Aldi and SuperValu. This shows that respondents considered that management gave importance to training and development as a means of managing talents at these stores. Therefore, improving their productivity.

From Question 14, the high scores on SA and A concerning T&D as a factor that keeps employees effective suggests that T&D was essential in keeping employees productive in Tesco, Aldi and SuperValu. This also reflects that T&D was a technique used for talent management in these stores as T&D was designed for increasing the effectiveness and performance of employees thus making them meet up to the demands of internal and external competition. This also authenticates that T&D was part of the talent management process at these stores as both T&D and TM had similar goals of achieving employee effectiveness and productivity.

From Question 15, the high scores on SA and A reveal that T&D was an essential tool in enhancing talent performance at Tesco, Aldi and SuperValu. This shows that T&D was designed for improving talents at skills amongst employees at Tesco, Aldi and SuperValu. This also authenticates that T&D was an instrument for developing talents within the workplace as by the objectives of T&D it was targeted at improving and ensuring that employees were constantly abreast with the relevant knowledge for their job roles.

From Question 16, the high scores on SA and A reveal that T&D kept employees up to date with current business and market practices. This further authenticates all other findings concerning T&D and TM within Tesco, Aldi and SuperValu. The high scores reveal that the essence of T&D

which was to improve employee skills and talents and keep them in synergy with emerging business and workplace practices was attained in Tesco, Aldi and SuperValu.

4.5. Section C: Effectiveness of succession planning in maintaining a vibrant pool of leadership talents in Tesco, ALDI and SuperValu

Table 4. 10. Respondents’ perception on the effectiveness of succession planning in maintaining a vibrant pool of leadership talents in Tesco, ALDI and SuperValu

	Condition	SD	D	N	A	SA	Total (%)	Mean	Std. Dev.
Q17	Your workplace considers learning and development essential	4.0	3.3	12.0	11.3	69.3	100	4.39	1.079
Q18	There is a tangible avenue for learning and development at your workplace	4.0	3.3	13.3	10.7	68.7	100	4.37	1.089
Q19	Employees with good skills are products of learning and development	3.3	4.7	11.3	64.7	16.0	100	3.85	.862
Q20	Learning and development was a significant factor for performance at your workplace	4.7	3.3	14.7	8.0	69.3	100	4.34	1.134

SD– Strongly disagree, D– Disagree, N– Neutral, A– Agree, SA– Strongly agree.

Source: Field Survey (2022)

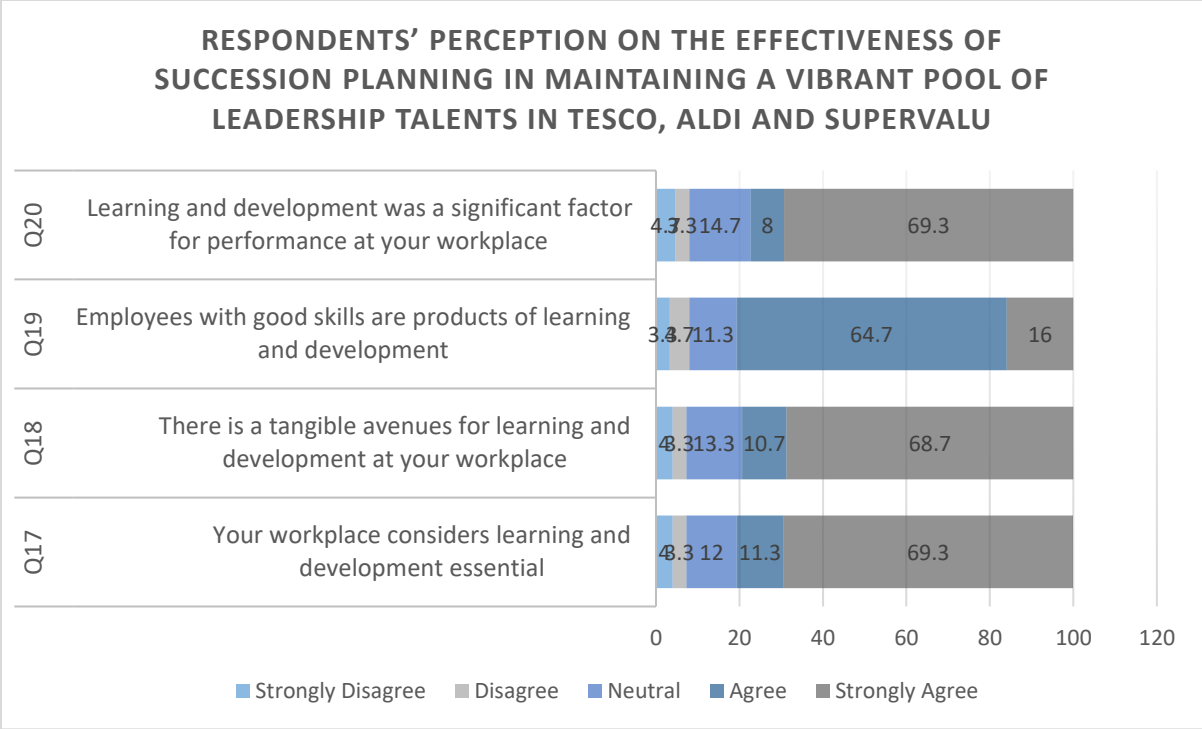


Figure 4.10 Responses on the effectiveness of succession planning in maintaining a vibrant pool of leadership talents in Tesco, ALDI and SuperValu

Source: Field Survey (2022)

Table 4.10 Illustrates the effectiveness of succession planning in maintaining a vibrant pool of leadership talents in Tesco, ALDI and SuperValu. Table 4.10 shows that majority of the respondents which in this case are 69.3% of the respondents strongly agrees that their workplace considers learning and development essential, Also, majority of the respondents (68.7%) strongly agree that there is a tangible avenues for learning and development at their workplace, while, most of the respondents (64.7%) agree that employees with good skills are products of learning and development, and majority of the respondents (69.3%) strongly agree that learning and development was a significant factor for performance at their workplace. Furthermore, respondents agreed more to their workplace considers learning and development essential (mean=4.39, SD=1.079), followed by there is a tangible avenue for learning and development at their workplace (mean=4.37, SD=1.089), then learning and development was a significant factor for performance

at their workplace (mean=4.34, SD=1.134), and employees with good skills are products of learning and development (mean=3.85, SD=.862). This result shows that talent management influences the effectiveness of succession planning in maintaining a vibrant pool of leadership talents in Tesco, ALDI and SuperValu.

From Question 17, the high scores on if the workplace considers learning and development essential, reveals that Succession Planning (S&P) was given an important role in Tesco, Aldi and SuperValu. SP was about training and developing talented employees into leadership positions, therefore ensuring that there is sufficient pool of leaders within organisations. Thus, for employees to attest that learning and develop was essential in their workplace suggest that SP practices were fully in effect in Tesco, Aldi and SuperValu.

From Question 18, the high scores on Strongly Agree concerning tangible avenues for learning and development at the workplace proves that their avenues for learning and development in Tesco, Aldi and SuperValu. This also suggests that SP was present in these grocery stores as learning and development were avenues through which SP was sustained and improved amongst organisations.

From Question 19, the high scores on A concerning employees with good skills are products of learning and development suggests that SP in Tesco, Aldi and SuperValu was essential in developing skills of employees. SP sought to develop leadership skills amongst promising employees. Thus, for employees to agree that good skills were product of learning and development authenticates that SP practices is observed in Tesco, Aldi and SuperValu.

From Question 20, the high scores on A concerning learning and development as being a significant factor for performance at the workplace suggests that respondents accept that by learning and development their performance was improved. This implies that SP practices were attained in Tesco, Aldi and SuperValu.

4.6. Section D: Hypothesis Testing

Statement of research hypothesis.

- i. Ho= there is no link between recruitment and selection and talent management in Tesco, ALDI and SuperValu
- ii. Ho= there is no link between training and development and talent management in Tesco, ALDI and SuperValu
- iii. Ho= there is no link between succession planning and talent development in talent management in Tesco, ALDI and SuperValu

The Pearson correlation was used to test the study hypotheses.

4.6.1 Hypothesis One

Table 4.11

Pearson Chi-square test for hypothesis one

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	283.820 ^a	16	.000
Likelihood Ratio	147.953	16	.000
Linear-by-Linear Association	105.918	1	.000
N of Valid Cases	150		

Source: Field Survey (2022)

Table 4.11 shows that a relationship was observed $X^2(16) = 283.820$, $p=0.000$ between recruitment and selection and talent management in Tesco, ALDI and SuperValu. With an Asymptotic Significance ($p=0.000$) less than 0.05 the null hypothesis is rejected. Hence, it is considered that there is a link between recruitment and selection and talent management in Tesco, ALDI and SuperValu. This implies that recruitment and selection process is a significant factor in talent management that retailers in the Irish retail sector should consider in maintaining effective talent management.

4.6.2 Hypothesis Two

Table 4.12

Pearson Chi-square test for hypothesis two

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	399.397 ^a	16	.000
Likelihood Ratio	222.800	16	.000
Linear-by-Linear Association	132.998	1	.000
N of Valid Cases	150		

Source: Field Survey (2022)

Table 4.12 shows that a relationship was observed ($X^2(16) = 399.397$, $p=0.000$) between training and development and talent management in Tesco, ALDI and SuperValu. With an Asymptotic Significance ($p=0.000$) less than 0.05 the null hypothesis is rejected. Hence, it is considered that there is a link between training and development and talent management in Tesco, ALDI and SuperValu. This implies that training and development is another significant factor in talent management that retailers in the Irish retail sector should consider in maintaining effective talent management.

4.6.3 Hypothesis Three

Table 4.13

Pearson Chi-square test for hypothesis three

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	372.088 ^a	16	.000
Likelihood Ratio	226.469	16	.000
Linear-by-Linear Association	125.415	1	.000
N of Valid Cases	150		

Source: Field Survey (2022)

Table 4.13 shows that a relationship was observed ($X^2(16) = 399.397$, $p=0.000$) between succession planning and talent development in talent management in Tesco, ALDI and SuperValu. With an Asymptotic Significance ($p=0.000$) less than 0.05 the null hypothesis is rejected. Hence, it is considered that there is a link between succession planning and talent development in talent management in Tesco, ALDI and SuperValu. This therefore implies that the study identifies a significant link between succession planning and talent development in talent management in Tesco, ALDI and SuperValu. Hence, retailers in the Irish retail sector are also presented with a significant factor to consider in maintaining effective talent management.

4.7. Section E: Discussion of findings

4.7.1. Research Objective One: To critically investigate if recruitment and selection influenced an effective talent base in Tesco, ALDI and SuperValu

From the test of hypothesis in table 4.11, it reveals that there is a significant link between recruitment and selection and talent management, in Tesco, Aldi and SuperValu. Thus, recruitment and selection practices were part of talent management strategies within these grocery stores. This confirms the findings of other scholarly works as documented in the literature.

Business Essay (2021) confirms that talent management in Tesco, Aldi, SuperValu and other grocery stores in Ireland focused on gaining and maintaining a strong pool of talents, thus increasing the performance of employees. Gaining and maintaining a strong pool of talents was directly linked to recruitment and selection as it was by recruiting the right skills and talents that the right people get into organisation and further use their skills to achieve goals.

Kamel (2019), also discovers that recruitment and selection was designed for picking the right candidates for the job as with best practices and selection, companies can integrate candidates who had specific skills and talents for vacant positions, therefore ensuring that “round pegs were placed into round holes”. It was therefore important that best practices on recruitment and selection be put in place amongst organisations therefore ensuring that only the skilled and talented candidates were integrated into the organisation.

Also, Dahshan et al (2018), note that recruitment and selection was the first step to talent management as talent management was targeted at improving skills and talents for organisational productivity. Recruitment and selection were the first step to talent management as it was the process by which talents were sourced for the organisation, thus with recruitment and selection, the best skills and talents for job positions were chosen therefore ensuring that the company consistently has a pool of relevant skills and talents. Recruitment and selection of the best talents was important for organisations as it cost more for managers to train and develop new intakes without talents, than train and develop new intakes with the set of skills and talents relevant for the job roles. Therefore, it was necessary that best practices on recruitment and selection be adopted in organisations.

This finding confirms the Fayol's administrative theory which notes that managers adopt several standards to improve the performance and productivity of the organisation. Some of such standards include the best practices on recruitment and selection. Managers placed best practices on recruitment and selection to gain the best skills and talents for the organisation as getting the best talents was a first step to ensuring that the organisation had the strategic resources to achieve its goals (Rabbi et al, 2015). Also, having a talented human resource base was a competitive advantage for organisations as talent employees were innovative, creative, and productive (Pradhan and Jena, 2017). Thus, they were able to "give their best" to the organisation and further achieve organisational goals.

While the Fayol's administrative theory was critiqued for its lack of scientific experiments and rigors (Mohammed, 2016). This research has tested the Fayol's administrative theory and discovered that its postulations were authentic in respect to talent management at Tesco, Aldi and SuperValu. The theory notes that managers adopted specific practices to ensure the performance of organisations, this is in line with the research findings that proves that managers at Tesco, ALDI and SuperValu had adopted best practices on recruitment and selection to improve talent pool and availability of qualified employees that filled specific job positions. Nevertheless, the study still upholds the critique of the Fayol's theory for being purely prescriptive i.e. only suggesting that best practices be adopted in organisations however failing to provide in-depth explanations and analysis as why recruitment and selection was required.

4.7.2. Research Objective Two: To critically discover the cost and implications of training and development on employees in Tesco, ALDI, and SuperValu

From the test of hypothesis two in table 4.12. It is proven that there was a significant link for training and development in Tesco, ALDI and SuperValu. This authenticates the findings from the literature review

Samantara and Sharma (2014), notes that talent management was a significant strategy for firms operating in the retail sector in Ireland including Tesco, Aldi and Dunnes stores. TM gave employees the necessary skills to interact with customer's therefore increasing customer patronage. This suggest that TM was considered about developing employee skills and talents, this coalesces with the objectives of T&D which was to improve the effectiveness of employees through inculcating them with the relevant and skill available in the marketplace. In 2011, Tesco sold over 200 million worth of goods to customers, this reveals that employees had the strategy and skills for marketing products to customers (Black, 2011).

Also, Dempsey (2014), records that since TM increased the competitive advantage of companies, retail stores in Ireland spent significant time in developing their talent pool, this was essential in maintaining a large pool of talented employees which were committed to achieving greater sales of commodities to customers. This further authenticates the relevance of T&D as a TM strategy amongst these grocery stores as with TM grocery stores improved their employee skills towards achieving organisational goals. In 2012, SuperValu spent 3 million Euros in private T&D of its employees to increase their knowledge about business practices and make them targeted towards offering exceptional services to customer either within the store or outside delivery (Checkout Magazine, 2012).

This finding confirms the Human Capital theory which notes that humans' resources were best effective when they were developed (Sami, 2007). Human capital includes characteristics, experiences, knowledge, passion, creativity, and energy of employees (Seymour, 2003). When companies invested in human capital it led to benefits for the organisation. Human capital was highly beneficial to improving the productive capacity of organisations. Thus, with T&D human capital was sharpened for greater performance (Rindermann, 2008). This corresponds with the research findings as managers in Tesco, Aldi and Supervalu used T&D as a means for managing

talents at these grocery stores further increasing employee performance and productivity. Therefore, managers considered improving the human capital base of their organisations essential in increasing performance, this was proven in Chris Martin's (The Musgrave Group CEO) comment that "Our aim is to capitalise on existing talent pool, therefore increasing our connection with our customers, and transforming one-time customers to recurrent customers" (Checkout Magazine, 2012).

Though the research finding authenticates that T&D was implemented in Tesco, Aldi and SuperValu as a strategy for TM, thus validating the human capital theory, the criticism of the theory appears to not to be validated (Rindermannl, 2008). The theory was critiqued for overemphasising the role of T&D on employee productivity. This was not always the case as sometimes despite T&D employees remained redundant. It was necessary for future researchers to investigate these criticisms as it was not discussed in this study.

4.7.3. Research Objective Three: To critically examine the effectiveness of succession planning in maintaining a vibrant pool of leadership talents in Tesco, ALDI and SuperValu

From the test of hypothesis three in table 4.13 it was proven that there was a link between succession planning and talent development in Tesco, Aldi and SuperValu. This authenticates that manager implemented recognised strategy for SP within these retail stores. This confirms existing reports in the literature review.

Samantara and Sharma (2014), note that one of the roles of TM in Tesco was to create motivated and satisfied employees which contribute to organisational growth and productivity. Succession planning was a process by which employee motivations and satisfactions was maintained as it provided avenues for talented employees who have contributed significantly to organisational success to be rewarded with leadership position. This increased the feeling of self-esteem and value amongst employees therefore motivating them to perform better. Thus, SP was implemented in Tesco as a means of TM, therefore improving motivation and productivity of its workforce.

Dempsey (2014) also considers that there was a strong link between SP and TM within grocery stores in Ireland, as SP gave avenues of leadership learning and development which increased employees' leadership capacity, and further made them effective managers. This was essential in developing leadership from within the organisation that had wide knowledge and experience about

the organisation. This aided in making concrete and strategic decisions that were relevant for the organisation.

Ufodiama and Ekwoaba (2015), also note that it was important for leaders to emerge from existing talented employees rather than from outside the organisation, as outsourcing of leadership positions 56% of times led to high turnovers from disgruntled talented employees who were grievied because leadership positions were not given to them but rather outsourced. Outsourcing leadership positions also led to significant failure in organisational strategy as replacements for leadership positions lacked the necessary skills to fill in sensitive leadership positions. This is a reason why SP was highly valued in Tesco, ALDI and SuperValu; being large and international stores it was relevant that leaders be developed from existing talent pool of the organisation through learning and development so as it forestalls a breakdown in organisational strategy which may lead to disasters in the organisation.

The finding of this research regarding SP as a strategy of TM in Tesco, ALDI and SuperValu confirms the McGregor Y theory which postulates that managers were interested in developing employees who were then motivated to be productive (Worth, 2019). Through leadership learning and development i.e., SP employees were motivated to become productive, dedicated and committed towards achieving organisational goals (Hattangadi, 2015). From the findings of this research that notes that managers provided room for employees to develop leadership skills in Tesco, Aldi and SuperValu, it proves that McGregor Y theory was the most adopted approach towards SP in these retail stores. This is because managers adopting the Y approach were concerned about developing employees by seeing employees as part of the organisational process thus treating them with value and giving them opportunities to become leaders through effective SP.

The major critique of this theory was that it was not a motivational theory, and motivation was cardinal to TM. According to critics Carson (2018), managers adopting the X and Y approach were mostly concerned about organisational productivity rather than employees physiological, safety and psychological needs. Thus, the theory focused on performance rather than motivation (Fischer, 2009). This research has proven this critique false, as the research finds that by adopting Y approach managers in Tesco, Aldi and SuperValu were able to motivate their employees. SP was

part of intrinsic motivation as it gave employees the opportunity to achieve leadership positions which satisfied psychological needs of employees i.e., self-esteem and self-value needs. Furthermore, by adopting the Y approach and providing avenues for SP through leadership learning and development, managers in Tesco, ALDI and SuperValu were able to motivate employees as talented employees were rewarded with leadership positions. This increased talent retention and productivity. Thus, the findings of this research do not confirm to the criticisms of the McGregor Y theory.

4.8. Summary of Findings

This research finds that there was a link between recruitment and selection and talent management in Tesco, Aldi and SuperValu. Recruitment and selection were essential in employing candidates with the best skills and talents to fill in specific positions. Also, recruitment and selection were necessary as managers adopted practices to ensure that a pool of talents were available in the organisation thus authenticating the postulations of Fayol's administrative theory

The research finds that there is a link between T&D and talent management in Tesco, ALDI and SuperValu. T&D was essential in improving the skills and talents of employees of these grocery stores, therefore increasing their performance and productivity. This corresponds with the Human capital theory which postulates that Human Resources were more productive when they were trained and developed. This research finds that there is a link between SP and Talent management in Tesco, Aldi and SuperValu. SP through leadership learning and development was essential in ensuring that leaders were groomed and sourced from within the organisation and motivating employees by rewarding talent employees with leadership positions. This authenticates the postulations of the McGregor Y theory

4.9. Conclusion

This chapter contained interpretation of data and discussions of findings through the quantitative approach. The findings reveal that several strategies of talent management as Recruitment and selection, Training and development and Succession planning Talent management was adopted in Tesco, Aldi and SuperValu. These findings have implications, these are discussed in the next chapter.

CHAPTER FIVE

IMPLICATIONS, RECOMMENDATIONS AND CONCLUSION

5.1. Introduction

This chapter discusses the implications of the research findings. The research findings reveals that the talent management process in Tesco, Aldi and SuperValu is commendable as it consisted of recruitment and selection (R&S), training and development (T&D) and succession planning (SP). However, these findings also reveal some certain implications

5.2. Practical Implications of the Research findings

While the R&S process in Tesco, Aldi and SuperValu was suitable and commendable as it ensured only talented individuals were taken into the organisation, greater implications of this process reflect that series of challenges may be experienced while recruiting and selecting talents into these grocery stores. The most daunting challenge while recruiting and selecting was attracting the right candidates. It was often assumed that candidates who passed the R&S process were the most qualified, however Al-Qeed et al (2018), reveal that this was not so as such candidates may display intellectual capabilities but be lacking in terms of real talent in managing work and productive. Thus, it difficult to R&S the right candidates. Also, it was often difficult to design a potent R&S process which ensured that only the best candidates were selected. These challenges could significantly affect the R&S process in Tesco, Aldi and SuperValu.

Regarding T&D, though the research discovers that the process of T&D in Tesco, Aldi and SuperValu was laudable as it considered the constant development of employee talent and skill to meet internal and external demands, it was obvious that T&D faced several challenges. A glaring challenge was sustaining employee loyalty, Tesco, Aldi and SuperValu risked losing trained employees to competitors. Competitors could offer highly trained and skilled employees “juicier” offers which these grocery stores could not provide, employees could therefore leave this organisation to competitors despite acquiring skills and knowledge from previous organisations. It was therefore necessary for Tesco, Aldi and SuperValu to discover processes of maintaining employee loyalty, therefore ensuring that skilled and talented employees do not leave to other organisations

Finally, regarding succession planning. Despite succession planning being carefully integrated into the talent management process and ensuring that leadership learning and development was sustained. A significant implication was deciding on qualified candidates to fill in leadership positions, especially when there was a large pool of talented and qualified candidates. It was therefore difficult to “choose who to promote, and who not to” without “hurting the feelings and others”. The succession planning process therefore needs to be carefully considered and drafted in a process which was transparent and acceptable by all, or Tesco, Aldi and SuperValu risk losing talented employees.

5.3. Theoretical Implications of Research Findings

Fayol’s administrative theory, McGregor X and Y and Human Capital Development theories were tested in this research. While the results authenticate the postulations of these theories, there were significant implications.

Firstly, the research authenticates the Fayol’s administrative theory that managers setup processes such as R&S, T&D and SP to ensure organisational performance. While this appears to be the case in Tesco, Aldi and SuperValu, a significant critique of the theory was that it was too formal, thus could only be applied in formal organisational settings (Dahshan et al, 2018). This makes the theory not applicable to contemporary work arrangements as the COVID-19 has changed working systems from formal to informal. Thus, how managers could draft out working processes to suit contemporary issues as work flexibility, remote working and work-life balance is not explained by the theory. Thus, such issues were not explored by the researcher amongst the case studies.

Secondly, the research discovers that managers at Tesco, Aldi and SuperValu mainly adopted the McGregor Y approach which postulates that managers considered employees and important part of the organisation, thus adopted systems such as T&D, SP to develop, motivate improve their skills. However, a critique of this theory which could lead to further implications in Tesco, Aldi and SuperValu was that the managers adopting the McGregor’s Y theory could create general laziness amongst employees. Much flexibility, decentralisation and less supervision by managers amongst employees could give employees a “field day” thus promoting dereliction, less tasks completion and poor job performance. It was necessary for managers to take steps to avoid this from occurring.

Finally, while the research authenticates the human capital development theory, by discovering that managers at Tesco, Aldi and SuperValu ensured the development of human resource through talent management activities. It was worthy to note that talent management was not always sufficient to ensure employee productivity as several studies have revealed that despite T&D and talent management initiatives employees still remained redundant. This implies that despite substantive talent management initiatives at Tesco, Aldi and SuperValu, employees may still underperform. There was a need to adopt other processes to talent management therefore sustaining employee productivity.

5.4. Contributions of the Study

This research contributes to both practice and theories of talent management. The research contributes to existing studies of talent management amongst Tesco, Aldi and SuperValu but differentiates itself by studying the specific processes of talent management within these organisations. Other research on talent management in Tesco, Aldi and SuperValu have not discussed R&S, T&D and SP within these grocery stores. This research is different and bridges the gaps from existing studies by critically investigating these factors within these grocery stores. The research finds that R&S, T&D and SP were integrated into the talent management processes in these organisations. The research also finds that these strategies were yielding positive results on employees, as the organisations studied have yielded positive results especially in employee productivity and general organisational performance.

The research also contributes theoretically by testing the Fayol's administrative theory, McGregor's X and Y and Human Capital Development theory. The postulations of these theories have been authenticated by the research; however, criticisms still exist which future researchers can consider investigating.

5.5. Limitations of the Research

A central limitation of the research was absence of qualitative data i.e interviews, the researcher intended to interview some managers in Tesco, Aldi and SuperValu. However due to limited time to complete the research this was not possible as managers seemed to be busy to grant the researcher interviews. Also, the knowledge level of the researcher concerning the research process limited the research, though the researcher is skilled and grounded in research methodology,

absence of more advanced knowledge on data collection and analysis reduced the capacity of the researcher to manage and analyse data.

However, this limitation was mitigated by the research supervisor who provided significant aid in ensuring the findings of this research were valid and authentic.

5.6. Recommendations for Future Practice and Research

Future researchers within the next 5 years willing to investigate talent management process as regards Tesco, ALDI and SuperValu may consider investigating these issues using qualitative data i.e., interviews. Future researchers can also investigate contemporary work practices such as flexible working arrangement, and work-life balance policies. Future researchers can also consider investigating the challenges associated with talent management amongst these organisations. They can also take note of the outlined points below for implementation as this may have little or no costs if operations are outsourced to recruiting companies as this would be based on contracts, their delivery and performance.

- i. There is need for improvement in the overall talent management process in Tesco, Aldi and SuperValu. Improvements in areas such as teamwork, work environment, work flexibility should be considered.
- ii. The recruitment and selection process needs to be improved. Standard recruitment and selection procedures within Tesco, Aldi and SuperValu should be developed which ensures that only the best talents were selected from a pool of multiple candidates.
- iii. The training and development process also needs to be improved by focusing on employee appraisals, therefore discovering the impacts of T&D on employee performance, thus adjusting where necessary either by employing more skilled workers for this aspect or by outsourcing this part of their organisation to outsourcing HR companies which may be cheaper in the long run because employing more employees may be cost more in terms of salaries and benefits.
- iv. The Succession planning process should be improved to ensure the due and timely rewarding of skilled and talent employees. Also, the process should be made transparent

and acceptable by all within the organisation to ensure that grievances were not experienced during the process.

- v. Talent management within Tesco, Aldi and SuperValu should consider motivations, rewards, and remuneration as part of managing talents for productivity. This increases the potency of the talent management process.

5.7. Conclusion

From this research it is evident that talent management is a potent procedure for improving employee productivity and organisational performance. This research proves that talent management in Tesco, Aldi and SuperValu was a leading factor in these grocery stores. Thus, the systems of talent management amongst these stores are worth emulating. Moreover, with the general commendations on talent management within these stores, the process gave these stores a competitive advantage within the entire Irish grocery store. It was therefore prudent for talent management strategies in these organisations especially R&S, T&D and SP to be maintained and improved for better results. Talent management should involve training and building top achievers for prospective future roles, as well as recognize information gap and enforce activities to enhance their capabilities and ensure their retention (Kruma, 2011). Hills (2009) proposes five succession management plans: (1) aligning strategic planning with corporate strategy; (2) evaluating leadership capabilities based on the 3Cs of fit – competence, connection, and culture; (3) engaging talent in the succession planning process; (4) using a combination of skills, outside or executive coaching, and formal educational insights in talent development; and (5) pulling from a larger net of potential candidates. Overall, TM is currently highlighted as an essential exercise and will remain to influence developing entities and their manpower in the coming years. According to Stewart et al. (2010), every company does have its own framework that takes a central purpose, path, goals, and recognized resource needs that TM can assist if strategically planned. Retail is a fiercely competitive and ever-changing industry. Efficient talent management practices in retail are reliant on senior management strategy to the training and development support extended to their operational employees.

Personal Learning Statement

In describing my personal reflections, I use the Rolfe et al (2001) framework which answers three basic questions what? so what? What now?

What? (What was your purpose, outcomes, challenges etc.)

This dissertation generally focused on talent management in the Irish retail sector. It was my intention to study how stores like Tesco, ALDI and SuperValu develop their talents for effectiveness and efficiency. In critically investigating the potency of the talent management system within the earlier mentioned retail stores, I focused on three basic practices i.e., recruitment and selection, training and development and succession planning. From the gathered data and analysis, I can conclude that these practices were well implemented in the above stores, therefore I can ascertain that the successes which Tesco, Aldi and SuperValu records especially in relation to its employee's productivity is largely attributed to its talent management strategies and practices. This is because the earlier started practices were well implemented in these retail stores.

Personally, this research has achieved my personal goals of conducting research on talent management as I have a strong interest in human resource development and management. Further I have achieved the goals of this dissertation which are its objectives of critically investigating talent management in these retail stores.

I experienced several challenges in conducting this research, first was the research methodology, while I was conversant with research methodology on a general scale, carrying out MSc research was much demanding and rigorous than my earlier experiences with research. Collecting and analysing data through SPSS was also difficult. Mostly, integrating all data to produce simply readable research was very demanding which required an improvement on my critical writing skills. I however wouldn't have overcome these challenges without the help of my supervisor who is very vast in research methodology. Her guidance and comments on every chapter was very significant in adjusting errors and making corrections where they needed to be made.

So what? (What you learnt? models, actions, thoughts and understanding?)

Personally, I've learnt three basic things by completing this research.

Firstly, theoretically, I have learnt the necessity of talent management within organisations. This research made me understand that talent management was necessary for organisations which desired a more productive workforce. Talent management strategies increased the chances of organisations recruiting the right talents to fill in the desired roles. It also ensured that talents were adequately developed and kept abreast with relevant skills in the marketplace, it also ensured that talents were constantly available in the organisation, also allowing such talents to fill in leadership positions. Though I had a scanty understanding of the usefulness of talent management before I started the research, I have gained more in-depth and critical understanding of talent management

Secondly, I also have understood the place of human resource management theories in explaining phenomena associated with the subject. The two theories adopted for this research Fayol's administrative theory, Mcgegor X and Y all attest to the relevance of talent management. While it was certain that these theories had limitations especially in postulations and time, they were still sufficient in explaining the relevance of talent management within Tesco, Aldi and SuperValu.

Finally, practically, this research has increased my knowledge about research, and research methodologies. Several challenges especially in sourcing data which I used the Google form techniques, has increased my understanding of better ways to conduct research. Prior to the conduct of this research, I was not familiar with the Google form technique in sourcing data, I was more disposed to emailing questionnaires to prospective respondents. However, by conducting this research I've learnt a better way of sourcing data.

I have also learnt time management, I had to conduct this research while attending to other personal demands such as work. Using a timetable as well as time schedules was very essential to completing this research. By using the timetable and time schedules I have learnt to manage my time more effectively to achieve my personal and academic goals.

Now what? (Identify what you need to do in the future to improve future outcomes and develop your learning)

Based on my personal learning achievement I have set new courses of actions for myself.

Firstly, I will continue researching on talent management and organisational performance. I intend to pursue a PhD program in human resource within the next 5 years, this will offer me the

opportunity to build on the findings and limitations of this present research. I would like to carry out a qualitative study next time, to get in-depth and detailed information of the quality of talent management processes and its impact on employee performance. Also, this will give me the opportunity to test more theories on human resource management and link them to talent management. Theories as Maslow's theory, Herzberg theory, Penna's Pyramid and Adams equity and other theories have postulations that need to be authenticated in the contemporary business environment which could lead to the development of need theories or a modification of older ones. Pursuing a PhD within this field will provide me with such opportunity.

Also, given the outcome of this dissertation, I intend to publish this dissertation. This will provide new knowledge for the academia and human resource practitioners, thus enlightening them on the relevance of talent management and suggesting ways to manage talents in their organisations.

I also plan to send a copy of this study to the school library and the retail establishments that were used in the study. This will educate them on the significance of talent management in their entity and provide them with substantial proof and techniques in order manage their talent management effectively.

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Appendix A: Questionnaire Sample

National College of Ireland (NCI)

Dublin, Ireland.

Dear Respondent,

I am a student of the above institution carrying out research on “Talent Management in the Irish Retail Sector”. You have been sampled by convenience sampling to fill the questionnaire. Please your sincere answers are required to enhance the achievement of the research objectives and understanding of the overall framework for understanding the process of talent management in the Irish retail sector. You may opt out of this survey when you wish. This a five-minute survey if you can complete on before the end of 15th of June 2022

Thank you for your anticipated cooperation.

Esther Ajibola

Section A: Respondent Demographics

1. You may consider opting out of this research at any time, do you consider opting out?
 - a. Yes []
 - b. No []

2. Gender of Respondent:
 - a. Male []
 - b. Female []

3. How old are you?
 - a. 18-20 []
 - b. 20-25 []
 - c. 26-30 []
 - d. 30 above []

4. Educational Qualification of Respondents
 - a. Bachelors []
 - b. Masters []
 - c. Doctorate []
 - d. Others [] please specify

5. Which of these grocery stores do you work in?
 - a. Tesco []
 - b. Aldi []
 - c. Supervalu []

6. How long have you worked in the above?
 - a. 0-5 []
 - b. 5-10 []

c. 10 above

7. What level of employee are you?

a. Management

b. Senior Staff

c. Junior Staff

d. Others

Section B: Recruitment and Selection and effective talent base in Tesco, ALDI and SuperValu

S/N	Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
8	Does your qualifications match your current job roles?					
9	Are your skills suitable for your current job roles?					
10	Other employees at your workplace have the skills required for their current job roles					
11	Management considers talents while recruiting at your workplace					
12	There is a pool of talents at your workplace due to recruitment and selection exercises					

Section C: The Cost and implications of training and development on employees in Tesco, ALDI and SuperValu

S/N	Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13	There is a high value for Training and Development at your workplace					
14	Training and development is a significant factor in keeping you effective					
15	Is training and development essential in enhancing talent performance at your workplace?					
16	Training and Development keeps you up to date with current business and market practices					

Section D: Effectiveness of succession planning in maintaining a vibrant pool of leadership talents in Tesco, ALDI and SuperValu

S/N	Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
17	Your workplace considers learning and development essential					
18	There is a tangible avenue for learning and development at your workplace					
19	Employees with good skills are products of learning and development					
20	Learning and development were a significant factor for performance at your workplace					